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Scottish Borders COUNCIL

EXECUTIVE COMMITTEE
TUESDAY, 7 JUNE, 2016

A MEETING of the EXECUTIVE COMMITTEE will be held in the COUNCIL CHAMBER, COUNCIL

HEADQUARTERS, NEWTOWN ST BOSWELLS, TD6 0SA on TUESDAY, 7 JUNE 2016 at 10.00

am

J. J. WILKINSON,
Clerk to the Council,

31 May 2016

	BUSINESS	
1.	**Apologies for Absence**	
2.	**Order of Business**	
3.	**Declarations of Interest**	
4.	**Minute** (Pages 1 - 6) Consider Minute of Meeting held on 24 May 2016. (Copy attached.)	2 mins
5.	**Corporate Performance Report: Annual Summary (2015/16) and Quarter 4, 2015/16** (Pages 7 - 70) Consider report by Chief Executive presenting a summary of 2015/16 performance. (Copy attached.)	30 mins
6.	**2015/16 Unaudited Revenue Outturn** (Pages 71 - 94) Consider report by Chief Financial Officer providing a statement comparing final revenue outturn expenditure and income for 2015/16 with the final approved budget for the year and explanations for significant variances. (Copy attached.)	10 mins
7.	**Balances at 31 March 2016** (Pages 95 - 106) Consider report by the Chief Financial Officer providing an analysis of the Council's balances as at 31 March 2016. (Copy attached.)	10 mins
8.	**Capital Financial Plan 2015/16 - Final Unaudited Outturn** (Pages 107 - 134) Consider report by Chief Financial Officer providing a statement comparing the final capital outturn for 2015/16 with the final budget for the year and identifying the main reasons for any significant variations. (Copy attached.)	10 mins

9.	**Corporate Debts - Write Offs in 2015/16** (Pages 135 - 140)	10 mins
	Consider report by Chief Financial Officer detailing the aggregate amounts of debt written off during 2015/16 under delegated authority. (Copy attached.)	
10.	**Request for the Removal of a Section of Road from the Council's List of Public Roads** (Pages 141 - 146)	10 mins
	Consider report by the Service Director Regulatory Services seeking approval for the removal of part of the D148/4 Samieston and Upper Samieston road from the Council's List of Public Roads. (Copy attached.)	
11.	**Request for the Inclusion of a Road in the Council's List of Public Roads** (Pages 147 - 150)	10 mins
	Consider a report by the Service Director Regulatory Services seeking the approval for the causeway, serving Allanbrae and other properties, in Allanton to be added to the Council's List of Public Roads. (Copy attached.)	
12.	**Corporate Transformation Progress Report** (Pages 151 - 176)	20 mins
	Consider report by Corporate Transformation Services Director on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 16 February 2016 and setting out planned activity in the reporting period to August 2016. (Copy attached.)	
13.	**Broadband Improvements Update** (Pages 177 - 188)	20 mins
	Consider report Corporate Transformation and Services Director providing a further update to elected members on the progress that is being made in delivering improved broadband services in the Scottish Borders. (Copy attached.)	
14.	**Scottish Borders Cycle Tourism Strategy - Draft for Consultation** (Pages 189 - 208)	10 mins
	Consider report by Corporate Transformation and Services Director seeking approval for a consultation exercise for the Draft Scottish Borders Cycle Tourism Strategy 2016-2021. (Copy attached.)	
15.	**Synthetic 3G Pitch Programme** (Pages 209 - 212)	10 mins
	Consider report by Corporate Transformation and Services Director seeking agreement on the way forward for the Council's 3G Synthetic Pitch Programme in the light of the Executive decision on 24 May 2016 to withdraw the Planning Application for the proposed 3G pitch at Victoria Park in Peebles. (Copy attached.)	
16.	**Any Other Items Previously Circulated**	
17.	**Any Other Items which the Chairman Decides are Urgent**	

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members' discussions.**

2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors D. Parker (Chairman), S. Aitchison, S. Bell, C. Bhatia, J. Brown, M. J. Cook, V. M. Davidson, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton and R. Smith

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SCOTTISH BORDERS COUNCIL
EXECUTIVE COMMITTEE

MINUTE of Meeting of the EXECUTIVE COMMITTEE held in the Council Chamber, Council Headquarters, Newtown St Boswells, TD6 0SA on Tuesday, 24 May, 2016 at 10.00 am

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Present:-   Councillors D. Parker (Chairman), S. Aitchison (Chairman - Education Business), C. Bhatia, J. Brown, V. M. Davidson, G. Edgar, J. G. Mitchell, D. Moffat, D. Paterson, F. Renton and R. Smith

Also present:-   Councillor I. Gillespie.

Apologies:-   Councillors S. Bell, M. J. Cook; Mr G. Donald, Mr J. Walsh.

In Attendance:-   Depute Chief Executive – Place, Corporate Transformation and Services Director, Service Director Children and Young People, Chief Financial Officer, Clerk to the Council, Democratic Services Officer (F. Walling).

EDUCATION BUSINESS

Present:-   Mr. G. Jarvie, Mrs J. Aitchison, Ms A. Ferahi, Miss E. Page.

CHAIRMAN
Councillor Aitchison chaired the meeting for the education business. Prior to commencement of the agenda items he welcomed three P5 children from Knowepark Primary School, Selkirk, along with their teacher, to tell the Committee about their success in the competition organised by Sinclair Duncan to design a tartan scarf for 'Cash for Kids'. The girls described how they selected from up to eight colours and put together the tartan designs, one of which was the winner and the other two runners-up in the competition. The three successful 'Cashmere for Kids' designs, displayed in frames, had been brought along for Members to see, as was an actual cashmere scarf made up from the winning entry. All profits from scarves made up in 100% cashmere from the winning design would go to Cash for Kids. Members congratulated the pupils on their success.

1. **ORDER OF BUSINESS**
   The Chairman varied the order of business as shown on the agenda and the Minute reflects the order in which the items were considered at the meeting.

   MEMBER
   Councillor Davidson joined the meeting before consideration of the following item.

2. **PRESENTATION - UPDATE ON ONLINE PAYMENTS FOR SCHOOLS**
   Senior Manager Business Strategy and Resources, Jason McDonald, gave an update on progress on online payments for schools, by way of a presentation. Project Manager Stephen Fotheringham was also in attendance to provide further information. Mr McDonald firstly referred to the Scottish Borders Council's ambition with regard to online payments for schools which reflected the national objective to roll out the system across Scotland. In addition to old processes being time consuming for staff and parents, online payments facilitated improved service; they reduced the requirement for students to carry

money and provided for greater anonymity in the provision of free school meals. The project had been introduced in October 2014 and rolled out in 4 phases. Progress was monitored carefully after each phase before a decision was taken to launch the next phase. This allowed any issues to be resolved and lessons to be learned. The objectives were to improve customer experience; reduce cash and cheque handling in schools; reduce administration time on meals and school trips; and to increase catering revenue. With regard to accessibility, there were alternatives for families without internet access to ensure that no families were excluded. The objectives had largely been met and Scottish Borders Council was now the first Council in Scotland to provide online payments across all schools. Other successful outcomes included increased parental choice; parental approval and good parental engagement through payment for a range of services including trips, activities, uniforms and photographs. The system had also resulted in increased social inclusion. Activation rates had been in excess of 84% across all schools with some schools achieving 100%. Significant savings in manual cash handling and administration left more time for higher value tasks. In a discussion of the presentation Mrs Aitchison wholeheartedly endorsed the system from a parent's point of view and Members welcomed the positive outcomes of the project noting that it had been very well received. The Chairman congratulated the project team.

DECISION
NOTED:-

(a) **the positive outcomes of the online payments for schools project;**

(b) **that administration processes would be streamlined; and**

(c) **that a monitoring report would be brought back on:-**

(i) **the performance of the automated system including activation rates; and**

(ii) **accessibility for all families.**

3. **ECCLES/LEITHOLM PRIMARY SCHOOL**
There had been circulated copies of a report by the Service Director Children and Young People proposing changes to the status of Eccles/Leitholm Primary School in that it was proposed that the school be mothballed for a temporary period and that the decision to do so be reviewed within 12 months. The report outlined the background to the falling pupil roll at Eccles/Leitholm Primary School, leaving 3 pupils at the school for school session 2016/17. Arrangements for accommodating the pupils within other Scottish Borders schools were described and included transport, staffing and the educational and social benefits to be achieved through the process. The Service Director drew Members' attention to the section of the report which referred to the School Estates Review. During the pre-consultation for the Review the Council had engaged with school communities which currently had a pupil roll of less than 20 pupils regarding future sustainability. The intention was for the Council to intervene at an early stage, should there be a prediction of falling rolls. These ongoing discussions would be represented within the report going to Council in June 2016. In the ensuing discussion Members recognised that the situation at Eccles/Leitholm was a sad reflection of the changing age profiles in many rural areas. Parent representative, Mrs Aitchison, urged the Council to undertake early engagement with schools which had rolls of less than 50 pupils as she believed there could be other schools under threat in that size category. Members recognised that school rolls could fall at an alarming rate creating a downward spiral, if parents felt their children's learning experiences started to be affected by the size of the school. The Service Director stressed that there would be further engagement during the Summer on proposals relating to the School Estates Review when all comments would be picked up about provision within a locality. She had noted in responses to the pre-consultation that the

public commented on the need to rationalise provision in terms of the number of schools whilst recognising the importance of rural schools.

DECISION
AGREED:-

* **(a)** **to recommend to Council that Eccles/Leitholm Primary School be mothballed with immediate effect for a temporary period;**

   (b) **to review the status of the school within the next 12 months; and**

   (c) **in the interim to provide transport to Coldstream Primary School for any new pupils who moved into the existing catchment of Eccles/Leitholm area.**

4. **ADDITIONAL SUPPORT NEEDS PROVISION IN EARLSTON**
   With reference to paragraphs 4 – 7 of the Executive Committee meeting of 13 May 2014, there had been circulated copies of a report by the Service Director Children and Young People informing Members of the preparation work which would now be carried out in advance of the opening of the Additional Support Needs (ASN) provision in Earlston. The Service Director, Mrs Manson, provided a summary with the aid of presentation slides. She referred firstly to Scottish Borders Council's existing and continuing ASN provision through Broad General Education (2 years to end of S3) and the Senior Phase (S4 to beyond school), identifying the schools with enhanced provisions. There was a presumption of mainstream education for children with additional support needs and Mrs Manson stressed the importance of an individualised approach for every child. With the aim of high quality "inclusion for all" there needed to be the right environments both in mainstream and ASN provision. The Council had to have both high quality universal school provision and specialist provision able to meet the learning, support and care needs of children with complex needs. The key areas for consideration in taking forward the "inclusion for all" commitment were summarised in the report. In 2013 Scottish Borders Council had identified the need to develop a full time purpose built specialist education and care centre for young people with complex needs, both physical and learning within Scottish Borders. The aim of the additional provision was to offer a service that would reduce the number of children who accessed very specialist provision out of the Scottish Borders as well as providing an enhanced level of provision for our children with the most profound and complex needs. The provision would initially be for primary aged children currently attending the existing provisions in the autistic spectrum classes at St Ronan's and at Wilton Primary School but would also provide for those children who may have complex sensory impairments. Mrs Manson highlighted the educational and well-being benefits of having this specialist provision. The design of the proposed purpose built centre was described in the report and visual images attached to the report as appendices. A 3D model of the building and display boards had also been brought to the meeting for Members to examine. Having regard to the Schools (Consultation) (Scotland) Act 2010 full engagement with stakeholders would take place in May and June 2016 with families, children and staff, the school communities involved and the Earlston community. The naming of the new provision would also be considered as part of an informal consultation. A report would then be brought back to the Executive Committee in August 2016 with relevant formal statutory consultation papers. Members welcomed the report and the progress in relation to the additional ASN provision and received answers to their questions. Mrs Manson agreed that there was an opportunity to enhance the project through additional creative fundraising. There was also a real opportunity for inward investment in terms of provision of placements for children from outside the Scottish Borders. In response to a further question Mrs Manson stressed that this was additional provision and was not replacing existing ASN provision. In respect of children with complex needs receiving more support from the additional provision there would be flexibility in the staff resource which would move with the child. The Chairman commended the staff for the work carried out on the project.

DECISION

(a)   **NOTED:**

    (i)   **that the Additional Support Needs (ASN) provision in Earlston was expected to open in January 2017;**

    (ii)   **the continuation of the following ASN provisions in the Scottish Borders:**

<u>Nursery/Primary Age Enhanced Provision:</u>
1.   **Early Learning and Childcare ASN Provision in Langlee;**
2.   **Teviot Primary Complex Needs Provision situated in Wilton Primary School;**
3.   **Eildon Primary Complex Needs Provision situated in Langlee Primary School;**
4.   **Berwickshire Primary Complex Needs Provision situated in Chirnside Primary School (to be housed in the new Duns Primary School provision);**
5.   **Tweeddale Primary Complex Needs Provision situated in Halyrude Primary School.**

<u>Secondary Age Enhanced Provision:</u>
6.   **Teviot Secondary Complex Needs Provision situated in Hawick High School;**
7.   **Eildon Secondary Complex Needs Provision situated in Galashiels Academy;**
8.   **Berwickshire Secondary Complex Needs Provision situated in Berwickshire High School;**
9.   **Tweeddale Secondary Complex Needs Provision situated in Peebles High School;**
10.   **Howdenburn Schoolhouse, Jedburgh.**

(b)   **AGREED to:**

    (i)   **informal engagement from May 2016, which would share the opportunities the Earlston provision presented, with:**

1.   **children with profound and complex needs and their families;**
2.   **the community of Earlston and the school communities of Earlston Primary School and Earlston High School; and**
3.   **staff groups.**

    (ii)   **informal engagement with the stakeholders above regarding the naming of the provision in Earlston; and**

    (iii)   **bring forward relevant formal statutory consultation papers in respect of the Schools (Consultation) (Scotland) Act 2010 to the Executive Committee in August 2016 regarding:**

1.   **the relocation of the existing provision of spectrum classes in Innerleithen Primary School and Wilton Primary School grounds; and**
2.   **the establishment of the new provision in Earlston.**

ADJOURNMENT
The Chairman adjourned the meeting at 11.20 am to give Members the opportunity of viewing the model and display boards for the proposed building at Earlston. The meeting reconvened at 11.45 am.

OTHER BUSINESS

CHAIRMAN
On the resumption of the meeting, Councillor Parker took the Chair for the remaining business.

5. **MINUTE**
    The Minute of meeting of the Executive Committee of 10 May 2016 had been circulated.

    DECISION
    APPROVED for signature by the Chairman.

6. **COMMUNITY GRANT SCHEME - GENERIC BUDGET 2016/17**
    There had been circulated copies of a report by the Chief Executive recommending three applications for funding from the Community Grant Scheme (CGS) Generic Budget. The applications recommended for approval were:-

    (i)   Heads Together who made a request for a support grant of £1,500 to part fund the increased rental costs of the relocation to new premises. Heads Together was a Borders- based charity providing support for people who were suffering the effects of brain injury:

    (ii)   Borders Water Rescue Team applied for a contribution of £5,000 towards the total cost of £48,944 for the purchase of a fully adaptable 4 x 4 emergency response vehicle; and

    (iii)   Borders Islamic Society with a grant request for £4,270 as a contribution to the start-up costs of £6,120 for a small Family and Community Centre to provide a range of new services. The Borders Islamic Society was a registered charity with aims that included the provision of services and activities to the Muslim community.

    The total budget available for 2016/17 was £12,032 and the total value of grant requests was £10,770. After receiving some additional information from the Funding and Project Officer about the organisations concerned, Members supported the applications. With regard to the support grant to Heads Together it was agreed that this be subject to the group ensuring it could meet the full costs of rental from Year 2.

    DECISION
    AGREED to approve grants to the value of:-

    (a)   £1,500 to Heads Together, on condition that the organisation revised its fundraising plans to bridge this gap in future years;

    (b)   £5,000 to the Borders Water Rescue Team, on condition that it secured the required match funding; and

    (c)   £4,270 to the Borders Islamic Society.

7. **SYNTHETIC PITCH PROGRAMME - PEEBLES 3G PROJECT**
    With reference to paragraph 3 of the Minute of 29 September 2015 there had been
    circulated copies of a report by the Corporate Transformation and Services Director
    proposing that the planning application for the proposed 3G Pitch at Victoria Park in
    Peebles (15/01460/FUL) be withdrawn. The report explained that there had been
    significant issues in identifying a suitable site for a full-size, synthetic 3G Pitch in Peebles.
    In total, 24 different sites across the town had been considered and examined in detail
    with the current preferred site agreed by the Executive Committee as being at Victoria
    Park. There continued to be significant public interest, both positive and negative, in the
    Planning Application for the new pitch at Victoria Park and the Tweeddale Councillors
    faced difficulties in respect of this issue. Local Councillors had concluded that the
    Planning Application for the Pitch at Victoria Park should be withdrawn, in order to allow
    alternative sites to be investigated further and to provide adequate time for the Tweeddale
    Councillors to consult with the wider community of Peebles. The report noted that this
    change in the pitch programme would require a re-profiling of the capital plan as approved
    at Council on 11 February 2016. Members discussed the report and expressed the hope
    that the community of Peebles could come together to decide what they would like so that
    Tweeddale was not left without a 3G pitch facility. However, it also needed to be made
    clear that no new sites would be included in the proposed further consultation for Peebles,
    but a review of the sites which had been considered previously, and the potential size and
    cost of any future pitch on the sites left which had not been discounted for other reasons.
    It was agreed that a further report be brought back to Executive in June setting out the
    way forward for the 3G Pitch programme but that more time be given to the Tweeddale
    Councillors to consult about a site for the Peebles 3G pitch before bringing back
    proposals.

    DECISION
    AGREED:-

    (a)   **to withdraw the Planning Application for the new 3G Pitch at Victoria Park,**
          Peebles, to allow for a further period of consultation; and

    (b)   **that a further report be brought to the Executive Committee in June 2016**
          setting out the way forward for the 3G Pitch programme.

The meeting concluded at 12.05 pm

Agenda Item 5

Corporate Performance Report: Annual Summary (2015/16) and Quarter 4, 2015/16

Report by Chief Executive

Executive Committee

7 June 2016

1   PURPOSE AND SUMMARY

1.1   **This report presents a summary of 2015/16 performance for members, with details contained within Appendix 1. Appendix 2 provides quarterly performance information.**

1.2   A summary of the main changes made to performance indicators is provided at Section 4 of this report, followed by a high level summary of performance in Section 5. Appendix 1 and 2 provide more detail for each Performance Indicator (PI).

1.3   All information contained within the Appendices is also made available on the SBC website using the public facing part of SBC's Performance Management software (Covalent). This can be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and by clicking on "Scottish Borders Performs".

1.4   The annual performance information will be used within the management commentary section of SBC's Draft Statement of Accounts, submitted to KMPG and Audit Scotland by 30 June 2016, and for any other annual performance reporting requirements.

2   RECOMMENDATIONS

2.1   **I recommend that the Executive Committee:**

(a)   **Notes the changes to performance indicators outlined in Section 4 of this report as part of a continuous improvement agenda;**

(b)   **Acknowledges and notes the performance information presented in Section 5 of this report, and within Appendices 1 and 2, and the action that is being taken within Services to improve or maintain performance.**

3   BACKGROUND

3.1   SBC approved a Corporate Plan in April 2013. Against a challenging external context, the Plan presented a vision for Scottish Borders Council, underpinned by a set of values, standards and eight priorities. The plan was updated and approved by SBC in October 2015, with an ongoing commitment made to the same values, standards, vision and priorities.

3.2   In order to ensure that the eight priorities are addressed effectively, a Performance Management Framework (PMF) was also approved, covering the performance reporting arrangements for both the Council and for work with Community Planning partners. Again, this PMF was update and approved by SBC in October 2015.

3.3   Under each of SBC's corporate priorities, a range of performance information is presented within the Appendices; a mixture of Performance Indicators (PIs) with targets that have been rated either Red, Amber or Green, based on whether or not targets have been achieved, and PIs that are "for information only" and give Elected Members a sense of performance trends and how well SBC is doing. This has been presented *annually* at Appendix 1, and *quarterly* at Appendix 2.

4   CHANGES TO PERFORMANCE INDICATORS (PI)

4.1   As stated in previous reports, the PIs used by each service area continue to evolve, and be refined to reflect policy and service change. The changes to performance indicators since the Quarter 3 report (presented in February 2016) are outlined below:

(a)   **Priority 1**- with the introduction of "Universal Credit" (a single monthly payment for people in or out of work, which merges together some of the benefits and tax credits that you might be getting now) as part of welfare reforms, a new dataset has been produced by the Office for National Statistics (ONS) to track the headline level of unemployment, and has replaced the Job Seekers Allowance measures. The "*Claimant Count*" now includes both individuals who are claiming Jobseeker's Allowance (JSA) *and* those unemployed people claiming or transferring on to Universal Credit.

The annual **affordable housing completions** measure has been included, as the annual data has now been collated for Scottish Government.

(b)   **Priority 2-** the chart type used within Appendix 2 for both **school attendance** and **school exclusion** data has been changed to more clearly show the current quarters against the same quarter last year and the year before, more effectively highlighting long term improvement, as well as any seasonal factors/variations.

(c)   **Priority 3-**

Adults

With the ongoing integration of Health and Social Care, a revised measure *(% of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home*) considers how we are managing to support elderly clients to remain within the community rather than move into residential care, and replaces the former *% Adults (65+) receiving long-term care and receive an intensive homecare service (10+ hours per week)*. The new measure reviews our ability to support clients to sustain an independent quality

primarily through home care as well as:

- Homecare service (irrespective of hours)
- Direct payment or SDS payment
- Living within an extra care housing facility (Dovecot)

The number of clients aged 65 or older supported within a community setting is then compared to those aged 65 or older in a residential setting (Care Home).

In addition to the rate per 1000 population, a new performance measure for Self Directed Support (SDS) looks at all **SBC clients who have a financial commitment and the % of these clients who are using SDS** (and by April 2017, this should be 100%).

<u>Children</u>

As well as looking at the balance of care for children aged 12+, an "*all ages*" measure has also been introduced, and helps to illustrate the ongoing challenge in placing older children in family settings. In addition, the number of Looked After Children has also been provided, as well the **% of looked after and accommodated children (as a % of the 0-17 year old population)**, compared nationally and to local authorities similar to SBC (in our "family group").

In order to provide Members with better information on child protection, and the work done to mitigate risk, two new measures have been introduced to replace the *% of referrals to the Children's Reporter via ICS compared to other agencies measure* (no longer reflective within the context of the new Children and Young People's Service). The new measures are:

- **Number of inter-agency referral discussions held**, which shows the level of early intervention and prevention partnership activity aimed at protecting our most vulnerable children;

- **Number of children currently on the Child Protection Register** which indicates the number of children who are the subject of an inter-agency Child Protection Plan, a decision taken due to sufficient professional concern about a child.

(d) **Priority 4**-

In addition to Lottery and Community Grant Scheme funding by locality, awards made from SBC's **Quality of Life Fund** and **Small Neighbourhood Small Schemes Fund** have been included within the infographic summary of Appendix 1, and will be included within quarterly reports going forward.

From next quarter, a measure around the new Scottish Landfill Communities Fund (SLCF) will be introduced into this report, although it should be noted that under the SLCF, it is now the "Approved Body" who deals with applications and the award of funds (as opposed to coming to SBC Executive Committee for decision making, as was the case under the previous Landfill Fund). Delays in setting up the new fund and associated processes have resulted in a backlog of applications for 2015/16. A budget of £215,842k has accrued and this is expected to be awarded to projects (by the Approved Body) in Q1 of 2016/17.

Data collection for the **number of people volunteering for SBC**

measure, introduced in Q2 of 2015/16, has not been accurate in previous quarters due to inconsistency of collection across services. Issues have now been rectified and Elected Members can be confident in the quarterly figures now presented in Appendix 2.

(e) **Priority 5**

The annual measure on *Road Condition* has been included under this priority, similar to June 2015 report, as the data has now been released nationally.

(f) **Priority 6 –** no change to PIs.

(g) **Priority 7**- no change to PIs.

(h) **Priority 8**- no change to PIs.

5 CURRENT PERFORMANCE AGAINST THE COUNCIL'S CORPORATE PRIORITIES

5.1 **Performance measures – summary of key successes**

(a) The Claimant Count in Borders remains lower than the national rate, and is slightly lower than it was at the end of March 2015 (although rates for 18-24yr olds were slightly higher than Scottish averages at end March);

(b) Business Gateway IT issues were resolved in Q4 and numbers of start-ups and business assists for the year are up slightly from 14/15;

(c) The number of planning applications is up slightly for the whole year and importantly, average time taken to process applications is showing long term improvements (although non-householder times are still higher than Scottish averages);

(d) 220 new affordable houses were delivered during 15/16;

(e) Attendance at both primary and secondary schools exceeds the national averages (for 14/15);

(f) Longer term trends in number of pupils excluded are extremely positive and well below last year;

(g) The number of clients age 65 or older supported within a community setting compared to those in a residential setting is showing a positive trend, demonstrating our ability to support clients' independence ;

(h) The % of adults who are now directing their own care and support has increased since last year (and significantly since Q3, 15/16);

(i) We continued to ensure the majority of children (all ages) who are looked after are provided a family-based placement rather than residential placement and ongoing recruitment campaigns have led to a 33% increase in foster carers during 2015/16. However, placing children over 12 years old still remains more challenging;

(j) SBC's Welfare Benefits Service continues to ensure that people receive the benefits they are entitled to, with monetary gains significantly ahead of the same time last year;

(k) Recorded Crime rates are 8% lower than they were this time last year;

5.2 **Performance measures- summary of measures below target**

(a) There were fewer people in employment as of end March 2016 (76.2%), when compared to March 2015 (78.3%). However, Scottish Borders' rate is higher than Scotland and UK which is positive;

(b) The average % of invoice paid within 30 days during 2015/16 was 92%. Service resource challenges have now been resolved and it is expected that performance will improve during 2016/17, reaching the target of 95%;

(c) The number of Looked after children, and the proportion as a % of the 0-17 year old population, are higher than they were this time last year, but lower when compared nationally and to our "family group" (other Local Authorities similar to us);

(d) The number of interagency discussions held, concerning the safety of a child, is also higher than last year and indicates a significant focus on reducing risk, but a workload increase for staff in the field of Child Protection assessments;

(e) Unfortunately, the number of people seriously injured on Borders roads during 2015 (calendar year reporting) was 62, compared to 61 in 2014, and is above the national reduction target of 54;

(f) 46.3% of our roads should now be considered for maintenance (Scottish average = 37%). Additional annual expenditure was approved last year and will go some way to reduce the rate of decline, and a review of SBC Roads Service is currently underway;

(g) 1147 FOI requests were received during 2015/16, up from 1100 last year (Q4 of 15/16 included more than 30 requests from the Scottish Parliament Research unit and MSPs). 88% were completed on time, much improved from 77% in 14/15, but lower than where SBC want to be. The Information Team continues to work closely with services to ensure timely returns of information relating to FOIs.

5.3 **Appendix 1** provides an *annual* summary of performance and shows areas of improvement since 2014/15. Within this, and based on feedback from Elected Members, changes have been made to the "infographic" presentation, showing more clearly the difference between:

- PIs that SBC has direct influence over, for example PIs that measure performance within services such as % of FOIs dealt with on time;

- PIs that are provided for context and that SBC only has limited influence over e.g. Claimant Count or Employment Rate.

This new way of presenting the information, using revised infographics, will be used as the basis for the future quarterly presentation of data.

5.4 **Appendix 2**, as in previous quarters, provides detail for every PI, for both Elected Members and for members of the public. This information can also be accessed at http://www.scotborders.gov.uk/info/691/council_performance/1353/our_performance_as_a_council and then by clicking on *Scottish Borders Performs"*. Not only does this improve accessibility to performance information, it ensures that Scottish Borders Council responds effectively to recommendations made by Audit Scotland around public performance reporting and helps the Council fulfil its duty more effectively in relation to

public performance reporting.

5.5   To ensure consistency of reporting, the Corporate Performance team are working closely with colleagues in Finance to ensure that the information within this annual performance summary is integrated into the management commentary in the Council's Annual Statement of Accounts, which is submitted to both KPMG and Audit Scotland in June each year. This annual performance information can also be used for any other annual reporting requirements.

6 IMPLICATIONS

6.1 **Financial**

There are no costs attached to any of the recommendations contained in this report.

6.2 **Risk and Mitigations**

Effective performance management arrangements will ensure that services are aware of any weaknesses and can take corrective action in a timely manner therefore mitigating any risks more effectively.

6.3 **Equalities**

(a) It was recognised within the "Report of the Equalities Review Group" (SBC, 29 May 2014) that more effective performance indicators in relation to equalities need to be developed. A Corporate Equalities Officers Forum, chaired by the Service Director Neighbourhood Services, is working to ensure that the recommendations in the Equalities Review Group report are taken forward.

(b) The Corporate Equalities Officers Forum has made good progress with reviewing all the performance indicators that sit under the SBC Equalities Outcomes (part of the Equalities Mainstreaming report 2013-17) and are improving performance information to ensure that relevant information is pulled through into performance reports for the Council's Executive Committee. In addition, performance indicators around officer training in Equality Impact Assessment (EIA) processes and around number of EIAs undertaken are now being collected and reported within services, and will be reported to Corporate Management Team in the coming months.

6.4 **Acting Sustainably**

Economic, social and environmental impact of SBC actions can be monitored more effectively if there is effective performance reporting arrangements in place.

6.5 **Carbon Management**

There are no effects on carbon emissions as a result of this report.

6.6 **Rural Proofing**

Not applicable.

6.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made.

7 CONSULTATION

7.1 The Chief Financial Officer, the Service Director Regulatory Services as Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments incorporated into this report.

Approved by

Tracey Logan   Signature ………………………………
Chief Executive

Author(s)

Name	Designation and Contact Number
Sarah Watters	Corporate Performance and Information Manager, Tel: 01835 826542

Background Papers: Scottish Borders Council Corporate Plan 2012/13-2017/18 & Annex 2: Performance Management Framework

Previous Minute Reference: Scottish Borders Council Executive Committee, 16 February 2016

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Sarah Watters can also give information on other language translations as well as providing additional copies.

Contact Sarah Watters, Scottish Borders Council Headquarters, Newtown St Boswells, Melrose, Tel 01835 826542, swatters@scotborders.gov.uk

SCOTTISH BORDERS COUNCIL CORPORATE PRIORITIES
ANNUAL SUMMARY OF PERFORMANCE 2015/16
HOW ARE WE DOING?

In 2013, we published our Corporate Plan, with eight priorities to work towards over a five year period. This summary provides an overview of performance during 2015/16, under each of the 8 Corporate Priorities. We continue to make significant progress across a number of key areas such as the economy and education, but recognise that there are ongoing challenges to face in the coming years. Reviewing performance information regularly is a vital part of ensuring we stay focused on what is important; *ensuring the best quality of life for everyone in the Scottish Borders, prosperity for our businesses and good health and resilience for all our communities.*

KEY

A mixture of performance information is provided under each priority:

The top half of each page contains high level performance indicators that show, for example, the general health of the economy. For comparison we have included last years figure and any Scottish data (where applicable). As the Council has limited influence over these indicators the information is displayed within a grey box.

EMPLOYMENT RATE

76.2%

of people **aged between 16-64** are now in employment

Scotland	73.1%
SB last year	78.3%

AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS

By end of Q3 2015/16 average times were:

5.4

weeks for **major applications**

(Scotland = 35 weeks)

The bottom half of each page contains performance indicators that we have more influence over, for example, how quickly we process planning applications.

Information for each indicator is displayed within a white box above a coloured section. This coloured section (where applicable) will be either Green, Amber or Red and shows where performance has improved or reduced against the **previous year**.

green - **improved performance**

amber - **a minor change in performance**

red - **area for improvement**

OUR CORPORATE PRIORITIES

01 **ECONOMY** Grow existing businesses, attract investment, make the most of the railway

02 **ATTAINMENT AND ACHIEVEMENT** Close the attainment gap, focus on inclusion

03 **CARE, SUPPORT AND PROTECTION** Support independent living, join up care, protect vulnerable people

04 **COMMUNITIES AND VOLUNTARY SECTOR** Take a local focus, support projects, jointly plan services

05 **ENVIRONMENT** Protect our natural assets, reduce waste

06 **WORKFORCE** Develop staff, build skills, create flexibility

07 **ASSETS AND RESOURCES** Spend to save, energy efficiency, share buildings with partners

08 **SERVICE EXCELLENCE** Develop more online services, respond to demand, increase accessibility

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 31 May 2016.

ENCOURAGE SUSTAINABLE ECONOMIC GROWTH
HOW ARE WE DOING?

April 2015 – March 2016:

EMPLOYMENT RATE*

76.2%
of people **aged between 16-64** are now in employment

Scotland	73.1%
SB last year	78.3%

CLAIMANT COUNT
(16-64YR OLDS)

1.83%
of **working age people** are now **out of work and claiming benefits**

Scotland	2.23%
SB last year	1.8%

CLAIMANT COUNT
(18-24YR OLDS)

3.9%
of **young people** are now **out of work and claiming benefits**

Scotland	3.27%
SB last year	4.07%

PLANNING APPLICATIONS

1286
received during 15/16

SB last year	1257

Wider Impact on our Economy

The **Scottish Borders Business Fund** offers new and small businesses the chance to apply for a discretionary grant of up to 50% of a project's eligible costs, up to a maximum of £4,000, towards projects designed to boost sales and increase profit. 2015/16 grants are forecast **to create 43 jobs and safeguard a further 57.5 jobs.**

The **Scottish Borders Business Loan Fund** aims to provide access to finance by providing small businesses with financial assistance both to develop projects that would not otherwise happen and to meet requirements of the normal business cycle. 2015/16 loans are forecast **to create 12.5 jobs and safeguard a further 29 jobs.**

· railway · connectivity · investment · skills · housing · railway · connectivity · investment · skills ·

Our performance during 2015/2016

BUSINESS GATEWAY

247
new businesses were created with our help

(up from 242 in 14/15)

1042
businesses were supported in 2015/16

(up from 1024 in 14/15)

BUSINESS LOANS AND GRANTS

£162k
was approved in loans over **9 successful applications** to the **Scottish Borders Business Loan Fund**

(up from £51.6k in 14/15)

£108k
was approved in grants over **37 successful applications** to the **Scottish Borders Business Fund**

(down from £153.8k in 14/15)

AFFORDABLE HOMES

220
affordable homes were delivered

(Over 4 years **467 affordable homes** have been delivered against a target of 400)

(up from 62 in 14/15)

Invoices paid **within 30 days**

92%
on average were **paid within 30 days** in 15/16

(down from 93% in 14/15)

AVERAGE TIME TO DETERMINE PLANNING APPLICATIONS*
By end of Q3 2015/16 average times were:

5.4
weeks for **major applications**

(Q3 Scotland = 35 weeks)

17.1
weeks for **non-householders**

(Q3 Scotland = 11.7 weeks)

6.5 weeks for **householders**

(Q3 Scotland = 7.4 weeks)

SERVICE EXCELLENCE · ECONOMY · ATTAINMENT AND ACHIEVEMENT · ASSETS AND RESOURCES · CARE, SUPPORT AND PROTECTION · WORKFORCE · COMMUNITIES AND VOLUNTARY SECTOR · ENVIRONMENT

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Correct at time of publication: 31 May 2016.   *Performance indicators with a quarter lag in data.

IMPROVE ATTAINMENT AND ACHIEVEMENT LEVELS FOR ALL OUR CHILDREN AND YOUNG PEOPLE, WITH A FOCUS ON INCLUSION
HOW ARE WE DOING?

School year 2014-15:

POSITIVE DESTINATIONS

95.3%
of the **1,203 school leavers** went in to a **positive destination**

Scotland	93.3%
SB last year	94.2%

HIGHER OR FURTHER EDUCATION

72.1%
of **school leavers** went into **Higher** or **Further education**

Scotland	66.1%
SB last year	70.3%

5 OR MORE HIGHERS

11.8%
pupils from **deprived areas** gained **5 or more highers**

Scotland	12.8%
SB last year	6.6%

Although slightly lower than the Scottish average, this shows a significant improvement from 2 years ago, when no pupils from deprived areas gained 5 or more Highers. A continued focus on "closing the attainment gap" will ensure further improvements.

Wider Impact
Closing the gap

2 areas of the Borders, with the highest uptake of Free School Meals, have received additional funding to improve reading attainment, with significant success:

Burnfoot (Hawick): % Gain, P1 and P4

Langlee (Galashiels): % Gain, P1 and P4

---

inclusion • attainment • achievement • leadership • inclusion • attainment • achievement • leadership •

Our performance

S5 PUPIL ATTAINMENT 2014/15

35.7%
achieved **3+ SCQF Level 6** (Higher) or above

(up from 28.8% in 2010/11)

15.8%
achieved **5+ SCQF Level 6** (Higher) or above

(up from 11.7% in 2010/11)

S6 PUPIL ATTAINMENT 2014/15

48.4%
achieved **3+ SCQF Level 6** (Higher) or above

(up from 38.1% in 2010/11)

34.3%
achieved **5+ SCQF Level 6** (Higher) or above

(up from 25.5% in 2010/11)

ATTENDANCE (TO DATE, DURING 2015/16 SCHOOL YEAR)

95.1%
pupils **attended** their **primary school**

Scottish average for 14/15 = 95.1%

92.6%
pupils **attended** their **secondary school**

Scottish average for 14/15 = 91.8%

EXCLUSIONS DURING 2015/16

35.7%
reduction in the number of **Primary school pupils excluded**

reduced by 15 since 14/15

33.8%
reduction in the number of **Secondary school pupils excluded**

reduced by 81 since 14/15

SERVICE EXCELLENCE
ECONOMY
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PROVIDE HIGH QUALITY SUPPORT, CARE AND PROTECTION
TO CHILDREN, YOUNG PEOPLE, ADULTS, FAMILIES, AND OLDER PEOPLE
HOW ARE WE DOING?

April 2015 – March 2016:

SELF-DIRECTED SUPPORT APPROACH

20.6%

of adults are using the **Self-Directed Support approach** (at end 2015/16)

| SB (June '15) | 14.5% |

DOMESTIC ABUSE

904

reported incidents of **domestic abuse**

| SB last year | 898 |

CRIMES AND OFFENCES

2,916

group 1-5 crimes and offences were recorded

| SB last year | 3,189 |

WELFARE BENEFITS SERVICE

2,754

people contacted our **Welfare Benefits Service** receiving **over £8.6M in additional benefits**

| SB last year | 2,361 |

Partnership working

Targeted work across SBC and with partners has resulted in significant financial gains for people who contacted our Welfare Benefits Services for advice and support. As well as assisting people through the complexities of a changing social security system, there have been a number of successful initiatives within the Early Years Centres, taking a holistic approach to maximising income. Close working with midwives and attendance at a number of local "Bumps to Babies" and similar events has led to increased gains for clients of £500,000.

---

support · independence · joined-up care · health · support · independence · joined-up care · health ·

Our performance during 2015/16

CARE AT HOME

72%

of **adults (aged 65yrs+) received care at home** compared to a care home /residential setting (at end 2015/16)

(above our target of 70%)

LOOKED AFTER CHILDREN

221

looked after and **accommodated children** (at end 2015/16)

(up from 188 at end 2014/15)

85%

of **looked after children** (across all ages) were **living within a community family-based placement** (at end 2015/16)

(up from 84% at end 2014/15)

CHILD PROTECTION

40

inter-agency discussions (Initial Referrals Discussions) concerning the **safety of a child held**, on average, a month (Apr'15-Mar'16)

(up from 30 from Apr'14-Mar'15)

NEW SERVICE USERS

95%

of **new service users** received a service **within 6 weeks of assessment** (at end 2015/16)

(down from 98% at end 2014/15)

children looked after on 31 July 2015 as a percentage of the **0-17yr old population**

0.9% Scottish Borders   **1.5%** Scotland   **1.1%** Family Group*

(up from 0.8% at end of July 2014)

72%

of **looked after children aged 12yrs+** were **living within a community family-based placement** (at end 2015/16)

(down from 74% at end 2014/15)

28

children on the **Child Protection Register** (at end 2015/16)

(down from 33 at end 2014/15)

SERVICE EXCELLENCE

ECONOMY

ASSETS AND RESOURCES

ATTAINMENT AND ACHIEVEMENT

WORKFORCE

CARE, SUPPORT AND PROTECTION

ENVIRONMENT

COMMUNITIES AND VOLUNTARY SECTOR

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Correct at time of publication: 31 May 2016.   *Performance indicators with a quarter lag in data.

*Angus, Argyll & Bute, East Lothian, Highland, Midlothian, Moray and Stirling Councils are included within a "People-based" Family Group alongside SBC, within the Local Government Benchmarking Framework.

Scottish Borders COUNCIL

BUILD THE CAPACITY AND RESILIENCE
OF OUR COMMUNITIES AND VOLUNTARY SECTOR
HOW ARE WE DOING?

April 2015 – March 2016:

TWEEDDALE

The following funding was awarded

£271k
National Lottery

£14,210
Quality of Life Fund

£20,189
Community Grants Scheme

£2,014
Neighbourhood Small Schemes Fund

14 projects currently in development

SCOTTISH BORDERS ALERT

763
residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES

7
active resilient community plans in place as of March 2016

Tweeddale

EILDON

The following funding was awarded

£94k
National Lottery

£19,720
Quality of Life Fund

£41,085
Community Grants Scheme

£22,683
Neighbourhood Small Schemes Fund

25 projects currently in development

SCOTTISH BORDERS ALERT

1241
residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES

6
active resilient community plans in place as of March 2016

Eildon

CHEVIOT

The following funding was awarded

£146k
National Lottery

£9,253
Quality of Life Fund

£22,669
Community Grants Scheme

£25,173
Neighbourhood Small Schemes Fund

15 projects currently in development

SCOTTISH BORDERS ALERT

710
residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES

8
active resilient community plans in place as of March 2016

Cheviot

Berwickshire

Tweeddale

Eildon

Cheviot

Teviot and Liddesdale

SERVICE EXCELLENCE

ECONOMY

ATTAINMENT AND ACHIEVEMENT

CARE, SUPPORT AND PROTECTION

COMMUNITIES AND VOLUNTARY SECTOR

ENVIRONMENT

WORKFORCE

ASSETS AND RESOURCES

For more on performance visit **www.scotborders.gov.uk/performance** or email **performance@scotborders.gov.uk**
Correct at time of publication: 31 May 2016. *Please note some performance indicators have at least a quarter lag in data.

BUILD THE CAPACITY AND RESILIENCE
OF OUR COMMUNITIES AND VOLUNTARY SECTOR
HOW ARE WE DOING?

Scottish Borders COUNCIL

April 2015 – March 2016:

BERWICKSHIRE

The following funding was awarded

£639k
National Lottery

£13,050
Quality of Life Fund

£22,481
Community Grants Scheme

£47,723
Neighbourhood Small Schemes Fund

29 projects currently in development

SCOTTISH BORDERS ALERT
639
residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES
13
active resilient community plans in place as of March 2016

Berwickshire

TEVIOT & LIDDESDALE

The following funding was awarded

£117k
National Lottery

£16,791
Quality of Life Fund

£25,255
Community Grants Scheme

£24,994
Neighbourhood Small Schemes Fund

18 projects currently in development

SCOTTISH BORDERS ALERT
435
residents have signed up to our **SBAlert service** as of March 2016

RESILIENT COMMUNITIES
1
active resilient community plans in place as of March 2016

Teviot and Liddesdale

BORDERS WIDE PROJECTS

The following funding was awarded

£1.5m
National Lottery

£13,840
Community Grants Scheme

14 projects currently in development

Borders wide project: music making opportunities for young people

A request has been made for a project grant of **£5,000** towards a yearlong project to provide music making opportunities for young people across the whole Scottish Borders. The project will encourage the development of music skills and provide a platform for networking between young people and music organisations in the area (total project cost = £20k)

Tweeddale
Berwickshire
Eildon
Cheviot
Teviot and Liddesdale

SERVICE EXCELLENCE
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Correct at time of publication: 31 May 2016.
*Performance indicators with a quarter lag in data.

MAINTAIN AND IMPROVE
OUR HIGH QUALITY ENVIRONMENT
HOW ARE WE DOING?

April 2015 – March 2016:

ROAD SAFETY	ROAD SAFETY	HOUSEHOLD WASTE	HOUSEHOLD WASTE	HOUSEHOLD WASTE
6 people were **killed on our roads** in 2015	**62** people were **seriously injured on our roads** in 2015	**37.51%** of our **household waste,** on average, was **recycled over the last 12 months**	**62.22%** of our **household waste** was **sent to landfill,** on average, over the last 12 months	**0.27%** of our **household waste** required 'other' treatment, on average, over the last 12 months
SB last year 7	SB last year 61	Scotland 42.80% / SB last year 36.85%	Scotland 49.30% / SB last year 62.90%	Scotland 7.90% / SB last year 0.25%

· waste · spend to save · low carbon · waste · spend to save · low carbon · waste · spend to save ·

Our performance during 2015/2016

ROAD CONDITION
46.3% of the **3,000km of roads** in the Scottish Borders should be **considered for maintenance**

(up from 45.5% in 14/15)
(Scottish average 37%)

COMMUNITY RECYCLING CENTRES
51.06% of **waste** was **recycled at SBC Community Recycling Centres,** on average, over the last 12 months

(down from 53.06% during 2014/15)

Case Study
Hawick Community Recycling Centre (CRC)

The Council is facing increasingly challenging recycling targets and financial pressures and the performance at our CRCs will be critical in whether they can be achieved or not.

In April 2015 Hawick Community Recycling Centre at Mansfield Road re-opened following a £350,000 investment in improvements. Benefits include enhanced traffic management through the use of one-way traffic flow which keeps the public away from the working areas of the recycling centre.

In 2015, Hawick CRC achieved a recycling rate of 52%, helping to divert 1,427 tonnes of waste from landfill. This helped the Council to avoid landfill tax costs of £119,000 which could be invested into other services.

SERVICE EXCELLENCE · ECONOMY · ATTAINMENT AND ACHIEVEMENT · CARE, SUPPORT AND PROTECTION · COMMUNITIES AND VOLUNTARY SECTOR · ENVIRONMENT · WORKFORCE · ASSETS AND RESOURCES

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*Performance indicators with a quarter lag in data.

DEVELOP OUR WORKFORCE
HOW ARE WE DOING?

SBC Modern Apprentices 2015/16

Case Study
Work Opportunities

Our Work Opportunities scheme is designed to improve the employment prospects of young people, those further from the labour market, the long term unemployed and those with disabilities.

In 2015/16 Scottish Borders Council provided 56 work opportunities across areas as diverse as Finance, Human Resources, Engineering and Customer Services.

One success story is Scott Hamilton. Scott initially started with the Council on work experience before entering the Work Opportunities Scheme in December 2014 as a Modern Apprentice (MA) in our Human Resource (HR) service. In January 2016, after a successful interview, Scott took up a clerical post within HR, a role he was familiar with due to his experience as a MA.

"I really love working at the Council as it has such a good working atmosphere and everyone is so easy to get on with. The work has been interesting and enjoyable and everyone has been eager to help me understand the work . The Modern Apprenticeship has given me hands on experience and helped me gather a real in-depth knowledge of the subject "

· benefits · communication · staff development · flexibility · benefits · communication · staff development ·

Our performance during 2015/2016

SBC ABSENCE RATE

4.1%
of **working days were lost**, on average, **due to absence** as of March 2016

(up from 4.0% in March 14/15)

WORK OPPORTUNITIES

56
work opportunities are being supported by SBC through our **"Work Opportunities Policy"** as of March 2016

(up from 38 in March 14/15)

SBC STAFF BENEFIT SCHEME

33%
of **employees** have registered their discount card on the **Employee Benefit Scheme website** since October 2015

42
applications have been **approved** for the **Car Salary Sacrifice Scheme** since October 2015

311
applications have been **approved** for the **Technology Salary Sacrifice Scheme** since October 2015

SB LEARN

5,123
active learners are using our **in-house e-learning tool**, SBLearn, as of March 2016

(up from 3,335 in March 14/15)

APPRENTICESHIPS

37
apprentices are **employed** with SBC as of March 2016

(up from 22 in March 14/15)

APPRENTICESHIPS

73% male **27%** female
across various departments such as Human Resources, Engineering, Finance

(86% male in March 14/15)

(14% female in March 14/15)

SERVICE EXCELLENCE
ECONOMY
ASSETS AND RESOURCES
ATTAINMENT AND ACHIEVEMENT
WORKFORCE
CARE, SUPPORT AND PROTECTION
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COMMUNITIES AND VOLUNTARY SECTOR

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DEVELOP OUR ASSETS AND RESOURCES
HOW ARE WE DOING?

April 2015 – March 2016:

CAPITAL RECEIPTS

£847,711

was **received** from **selling our fixed assets** such as buildings in 2015/16

SB last year	£347,360

OCCUPANCY RATES

93%

of **industrial and commercial properties** owned by the council were **occupied** as of March 2016

SB last year	91%

Energy Efficiency Programme (EEP)

The EEP is a "spend to save" programme, acknowledging that to become more energy efficient we must invest in our properties, many of which must maintain certain standards e.g. schools.

There is also an ongoing review of our property assets and the energy efficiency programme must work in partnership with these reviews so that resources are not wasted. In 2015/16, as part of the EEP, boiler optimisation controls were fitted to **69** sites across the estate. Based on industry standards, we are aiming to save **£62,538** per year over these sites.

buildings · energy efficiency · capital investment · buildings · energy efficiency · capital investment · buildings ·

Our performance during 2015/2016

COUNCIL PROPERTIES

26 properties are no longer required

7 properties are advertised for sale

12 properties are currently under offer

http://www.scotborders.gov.uk/sale_lets

COUNCIL TAX

96.5% of **Council Tax due** was collected in 2015/16

(down from 96.65% in 14/15)

CAPITAL PROJECTS

125 number of **projects ongoing across the council** of which

108 are **on target**

16 are **slightly behind target**

1 is **not on target**

ENERGY CONSUMPTION* 2015/16

we used **9,439,496** kilowatt hours of **electricity** at a cost of **£1.015m**

(down from 10,079,060 in 14/15)
(up from £1.013 in 14/15)

ENERGY CONSUMPTION* 2015/16

we used **12,856,850** kilowatt hours of **gas** at a cost of **£0.365m**

(down from 13,223,676 in 14/15)
(down from £0.399m in 14/15)

*The energy consumption figures are based on 26 sites across the council which account for approximately 50% of the energy used across the council, and is therefore representative of the energy use across the council as a whole. The final figures for the whole estate will be not be available until June 2016.

SERVICE EXCELLENCE
ECONOMY
ATTAINMENT AND ACHIEVEMENT
ASSETS AND RESOURCES
CARE, SUPPORT AND PROTECTION
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ENVIRONMENT

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Scottish Borders COUNCIL

ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE AND ACCESSIBLE PUBLIC SERVICES
HOW ARE WE DOING?

Scottish Borders COUNCIL

April 2015 – March 2016:

CUSTOMER INTERACTIONS

175,333

interactions with the public were handled by our **Customer Service staff** via **email, face to face contact, phonecalls** and **mail** in 2015/16

SBC last year	188,412

FREEDOM OF INFORMATION REQUESTS (FOI)

1147

requests for information under the Freedom of Information Act were received in 2015/16.

SBC last year	1100

COMPLAINTS

564

customer complaints were handled by SBC in 2015/16

SBC last year	617

SOCIAL WORK SERVICE COMPLAINTS

71

complaints received regarding the **Social Work service** in 2015/16

SB last year	59

Learning from Complaints

During 2015/16, customer complaints helped us to make improvements in the following areas:

- Issuing of bus passes to people with a disability or medical condition- work with Transport Scotland and DVLA to avoid unnecessary delays
- Registering a death- the development of an online system to help people at a difficult time
- Review of referral policies within Social Work- ensure that service users are aware of information that is being shared with other agencies.

ICT • customer focus • online services • partnership • ICT • customer focus • online services • partnership •

Our performance during 2015/2016
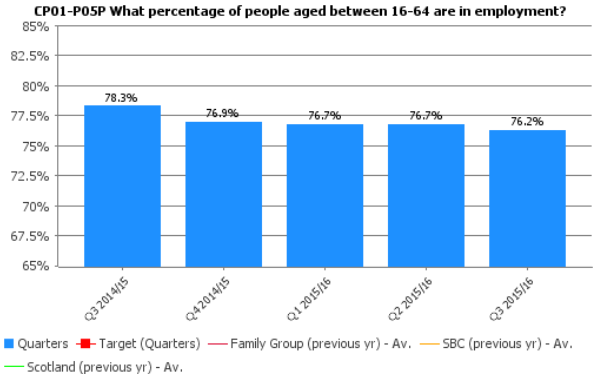
CUSTOMER INTERACTIONS

67,949

face to face interactions were logged by our **Contact Centres** during 2015/16

(down from 73,304 in 14/15)

102,342

phone interactions were logged by our **Contact Centres** in 2015/16

(down from 115,108 in 14/15)

FREEDOM OF INFORMATION

88%

of **FOI requests** were **completed on time** in 2015/16

(up from 77% in 14/15)

COMPLAINTS

Our average response times for complaints for 2015/16 were as follows:

Stage 1 complaints
4 days

(up from 3.9 in 14/15)

Stage 2 complaints
17.2 days

(down from 17.3 in 14/15)

Escalated complaints
16.7 days

(down from 17.5 in 14/15)

In 2015/16 we closed:

85.2%

of **complaints** at **stage 1** within **5 working days**

(down from 86.9% in 14/15)

77.5%

of **complaints** at **stage 2** within **20 working days**

(up from 77.4% in 14/15)

83.3%

of **escalated complaints** within **20 working days**

(up from 60.9% in 14/15)

SERVICE EXCELLENCE

ECONOMY

ATTAINMENT AND ACHIEVEMENT

CARE, SUPPORT AND PROTECTION

COMMUNITIES AND VOLUNTARY SECTOR

ENVIRONMENT

WORKFORCE

ASSETS AND RESOURCES

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Correct at time of publication: 31 May 2016.   *Performance indicators with a quarter lag in data.

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

KEY	👍	positive long term trend *(since end 2014/15)*	👎	negative long term trend *(since end 2014/15)*	▬	Little long term change *(since end 2014/15)*	✅ on target	⚠️ just off target	⛔ off target	📊 data/information only

Corporate Priority 1: Encourage sustainable economic growth

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What percentage of people aged between 16-64 are in employment?	CP01-P05P What percentage of people aged between 16-64 are in employment?	76.2%	**Observations** 55100 people were in employment during Q3, 400 lower than in Q2. However, Scottish Borders employment rate is higher than Scotland (73.1%) and UK (73.6%) and has been consistently higher during 2015/16. Note one quarter lag in data	👎	📊	Bryan McGrath

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	CP01-P10aP Working age population (16 - 64) Claimant Count (including Universal Credit and JSA)	1.83%	**Observations:** With the introduction of "Universal Credit", a new dataset has been produced by the Office for National Statistics (ONS) to track the headline level of unemployment. The "Claimant Count" includes individuals who are claiming Jobseeker's Allowance (JSA) *and* those unemployed people claiming or transferring on to Universal Credit. The latest Scottish figure has been used as a target. The Borders average rate for Q4 is lower than the Scottish rate, although there has been a recent rise in the rate, bringing Borders back to the same level as Q4 last year. The Scottish rate has reduced slightly since Q4 last year.	—	✅	Bryan McGrath
Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	CP01-P11aP Working age population (18 - 24) Claimant Count (including Universal Credit and JSA)	3.9%	**Observations:** New data set, as outlined above. This measure looks at the % of young people, aged between 18 and 24 who are out of work and claiming benefits. The latest Scottish figure has been used as a target. The Borders average rate for Q4 is higher than the Scottish rate and just slightly lower than Q4 last year. The Scottish rate has reduced since Q4 last year and at 3.27%, is now lower than the Borders rate.	👍	🛑	Bryan McGrath
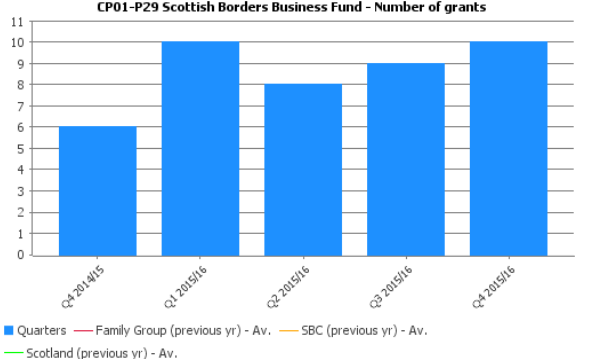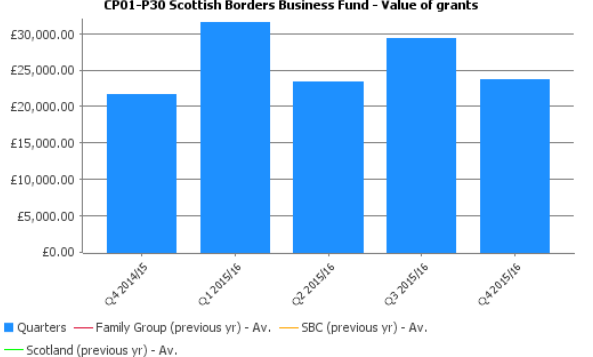
Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many new businesses has Business Gateway helped create?	CP01-P06 Number of new Business Start Ups -Through Business Gateway Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.	85	**How are we performing:** On a month by month basis, start-up figures have been low across the country **Actions we are taking to improve/maintain performance:** Extra resource has been put into checking what start-ups were missed because of reporting problems with the new Business Gateway IT system. The Q4 figure therefore reflects those businesses that started between Jan and March 2016, *and* also those that started in the previous 6 months but were missed due to the problems.	👍	✅	Bryan McGrath
How many businesses has Business Gateway supported?	CP01-P18 Business supported through Business Gateway Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.	315	**How are we performing:** Business interactions are steady across the full calendar year and have increased over the last few quarters. **Actions we are taking to improve/maintain performance:** As outlined above, a new IT system has meant that there have been difficulties in reporting. This has meant business interactions cannot accurately be allocated by month between November 15 and March 16. However, an annual figure of **1,042** does accurately reflect the businesses interactions between 1 April 15 and 31 March 16.	👍	📊	Bryan McGrath

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many loans to local businesses did we award?	CP01-P27 Scottish Borders Business Loan Fund - Number of loans	4	**Observations:** 4 loans were approved out of 4 applications in this Quarter, worth £72,000 in total. Both the number and value are higher than Q3, and the same time last year. As reported to SBC'S Executive Committee on 10th May, the 2015/16 Business Loan Fund (started a few months into 2015/16) approved	👍	📊	Bryan McGrath
How much money did those loans add up to?	CP01-P28 Scottish Borders Business Loan Fund - Value of loans	£72,000	7 loans with a combined value of £129,504. This differs from the annual figure shown within this report (9 loans approved with a combined value of £162k). This is because 2 loans from the 2014/15 Fund were submitted and approved in Q1 15-16 and are therefore included in the total for 15/16 (last year's Fund was allowed to run on a few months, due to the delay in starting the 15/16 Fund)	👍	📊	Bryan McGrath

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Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many grants to local businesses did we award?	CP01-P29 Scottish Borders Business Fund - Number of grants	10	**Observations:** 10 business grants were awarded out of 13 applications in this Quarter	👍		Bryan McGrath
How much money did those grants add up to?	CP01-P30 Scottish Borders Business Fund - Value of grants	£23,684.88	Although smaller than Quarter 3 (2015-16) the amount of grant funding increased slightly on the same quarter last year.	▬		Bryan McGrath

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many planning applications do we receive?	CP01-P52 Number of Planning Applications Received	300	**Observations:** The number of applications received has been broadly in line with the previous quarter at 300. As the number of application is dependent on market conditions and actions by third party, the planning service has limited impact on increasing the number of applications received.	▬	📈	Brian Frater
How long in weeks does it take on average to process all planning applications for major developments?	CP01-P54aP How long in weeks does it take on average to process all planning applications for major developments?	0.0	**How are we performing:** There were no major applications determined in the last quarter. Over the longer term, there has been a significant improvement in times taken to determine major applications. The figure of 5.4 weeks can be read against a Scottish average of 35 weeks in Q3 (note one quarter lag in adjusted data) **Actions we are taking to improve/maintain performance:** Provisions of the Development Management Improvement Plan, such as the greater use of processing agreements, project management approach to determine major applications, better case management and monitoring of applications and the introduction of new processes for concluding legal agreements have all contributed to this improvement in performance.	👍	📈	Ian Aikman

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How long in weeks does it take on average to process all planning applications for non-household developments?	CP01-P55aP How long in weeks does it take on average to process all planning applications for non-household developments? 34.3 16.6 17.9 19.2 17.1	17.1	**How are we performing:** There was an improvement in processing times with a reduction in the average number of weeks in this category from 19.2 weeks in the preceding quarter to 17.1 weeks in Q3. The Scottish average for the period was 11.7 weeks. SBC performance is influenced heavily by the number of legal agreements required under the developer contributions policy. However, whilst further action is required to move towards the Scottish average it should be noted that there is has been a progressive improvement in performance in comparison to previous years from 26.8 weeks in 2013/13 and 22.7 weeks in 2014/15 (note one quarter lag in adjusted data) **Actions we are taking to improve/maintain performance:** As above			Ian Aikman
How long in weeks does it take on average to process all planning applications for household developments?	CP01-P56aP How long in weeks does it take on average to process all planning applications for household developments? 7.5 6.7 6.9 6.5	6.5	**How are we performing:** There has been a reduction in the time taken to determine householder applications from 6.9 weeks to 6.5 week. This reflects well against the Scottish average for that quarter of 7.4 weeks for quarter 3. This reflects a progressive downward trend in time taken to determine applications from 8.6 weeks in 2013/14 and 7.5 in 2014/15. (note one quarter lag in adjusted data) **Actions we are taking to improve/maintain performance:** As above			Ian Aikman

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Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many invoices, received by us, were paid within 30 days of receiving the invoice?	CP01-P25 % of Invoices paid within 30 days	90%	**How are we performing:** The Service has had a number of resource challenges over the last number of months, which has adversely affected performance. **Actions we are taking to improve/maintain performance:** These have now been resolved and it is expected that the indicator will show a significant improvement for the next reporting period. Overall the indicator is 92% for the year which is more indicative of general performance.	👎	⚠️	Lynn Mirley
How many additional homes were provided last year that were affordable to people in the Borders, based on our wages?	CP01-P33P How many additional homes were provided last year that were affordable to people in the Borders, based on our wages?	220	**Observations:** Over the 4 year period 2012-2016, a total of 467 new affordable homes have been delivered (averaging at 116 units per annum exceeding the Council's target of 100 new affordable homes per annum. Of the 220 homes delivered: - 184 homes were for social rent and mid-market rent by Registered Social Landlords - 13 for mid-market rent via the Council's National Housing Trust (NHT) Local Authority Variant initiative - 12 via the Scottish Government's Open Market Shared Ownership mechanism. The remaining 11 homes were individual house purchases by Registered Social Landlords. Current estimates see the delivery of 107 new affordable homes for 2016- 2017	👍	✅	Cathie Fancy

Corporate Priority 2: Improve attainment and achievement levels for all our children and young people, with a focus on inclusion

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What % of primary and secondary school pupils attend school?	CP02-P24P What % of primary and secondary school pupils attend school?	93.4%	**Observations:** The combined rate of attendance for both primary and secondary schools has only fluctuated slightly over the last few years and compares favourably with national rates. From term to term, and therefore quarter to quarter, there are small variations due to seasonal factors and when school holidays fall.			Donna Manson
What % of *primary school* pupils attend school? (CP02-P11aP)	CP02-P11aP What % of primary school pupils attend school? (CP02-P11aP)	94.96%	**How are we performing:** Consistent level of attendance over the past 4 quarters. During Q4 there has been a slight increase in the number of authorised absences which has seen attendance fall slightly below the Scottish Average. This pattern was also evident last year with Q4 being the lowest attendance level for the 4 quarters. The Scottish Average of 95.1% is a yearly statistic which we exceeded during 2015/16 although there has been a slight dip in Q4. **Actions we are taking to improve/maintain performance:** Schools will continue to work with parents to ensure attendance increases.			Donna Manson

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Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What % of *secondary school* pupils attend school? (CP02-P11bP)	CP02-P11bP What % of secondary school pupils attend school? (CP02-P11bP) 2013/14 ■ 2014/15 ■ 2015/16	92%	**How are we performing:** Levels of attendance have been maintained within Secondary Schools and have exceeded the Average Scottish Attendance level for Secondary Schools (2014/15) of 91.8%. **Actions we are taking to improve/maintain performance:** Schools will continue to work with parents to ensure attendance increases. At secondary school, ongoing improvements and changes to the curriculum will ensure that the needs of all young people are more effectively met, further encouraging attendance.	—		Donna Manson
How many primary and secondary school pupils were excluded?	CP02-P25P How many primary and secondary school pupils were excluded? 2013/14 ■ 2014/15 ■ 2015/16	62	**Observations:** Over the last three years, the number of pupils excluded within Borders schools has reduced significantly, with only small variations from quarter to quarter this year.	👍		Donna Manson

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many primary school pupils were excluded? (CP02-P09aP)	CP02-P09aP How many primary school pupils were excluded? (CP02-P09aP) 2013/14 ■ 2014/15 ■ 2015/16	6	**How are we performing?** Although there has been a slight increase since last quarter, numbers of pupils excluded from primary schools are significantly lower than they were at the same time last year, and the year before. **Actions we are taking to improve/maintain performance:** A focus on inclusion will ensure that SBC works towards a zero exclusions target, with appropriate support available within schools to meet this target and improve outcomes for young people	👍	📊	Donna Manson
How many secondary school pupils were excluded? (CP02-P09bP)	CP02-P09bP How many secondary school pupils were excluded? (CP02-P09bP) 2013/14 ■ 2014/15 ■ 2015/16	56	**How are we performing?** There has been a continuing long term decline in the number of pupils excluded from secondary schools, although a small increase since Q3 this year. All quarters during 2015/16 showed the lowest figures for the past 3 years. **Actions we are taking to improve/maintain performance:** A focus on inclusion will ensure that SBC works towards a zero exclusions target, with appropriate support available within schools to meet this target and improve outcomes for young people	👍	📊	Donna Manson

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many schools/nurseries in the Scottish Borders were inspected?	CP02-P21 Number of Schools/Nurseries inspected per Quarter	0	**Observations:** No Schools were inspected during Q4.	n/a		Donna Manson

Corporate Priority 3: Provide high quality support, care and protection to children, young people, adults, families and older people

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
% of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home.	CP03-P02b % of Adults 65+ receiving care at home to sustain an independent quality of life as part of the community compared to those in a care home. (bar chart: Q4 2014/15, Q1 2015/16, Q2 2015/16, Q3 2015/16, Q4 2015/16) Legend: Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.	72%	This new measurement considers how we are managing to support elderly clients to remain within the community rather than move into residential care. It reviews our ability to support clients to sustain an independent quality primarily through **home care** however it considers other areas: • Homecare service (irrespective of hours) • Direct payment or SDS payment • Living within an extra care housing facility (Dovecot) The number of client age 65 or older supported within a community setting is then compared to those age 65 or older in a residential setting (Care Home). It will become increasingly important that we maximise our ability to support the elderly within the community as budget and financial consideration impact our service.	👍	✅	Elaine Torrance

Home care is one of the most important services available to local authorities to support people with community care needs to remain at home. Increasing the flexibility of the service is a key policy objective for both central and local government, to ensure that people receive the type of assistance which they need, when they need it. The indicator only captures 'home care services' which are provided on an hourly basis. Other services which support people at home, such as laundry services, home shopping, community alarms and meals-on-wheels, are not included. The indicator will be affected by the pattern of need and demand within the area, influenced by the age-structure of the elderly population, the distribution of poverty and ill health, household composition and other factors.

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
Percentage of Clients using the self-directed support (SDS) approach, based on all adults receiving care from SBC (and part of our "Finance Commitment Records")	CP03-P04bP Percentage of Clients using the SDS approach based on Finance Commitment Records	20.6%	This new measurement looks at all clients who have a financial commitment (with SBC) and the current type of commitment. By 2017 we should have all clients using the SDS approach which would mean this PI should be at 100%. Further investigation has shown that although we should aim for 100% of clients using the SDS approach this may not be possible. Clients being released from hospital may not always have the full support in place via SDS and hence there may be a small percentage which will not be fully using this approach.	👍	🛑	Elaine Torrance
How many adults have self-directed support (SDS) arrangements? (rate per 1,000 people)	CP03-P04 Adults with self-directed care arrangements per 1,000 population	7.77	**How are we performing:** The % of adults who are now directing their own care and support has increased over the last 5 quarters and significantly since Q3. **Actions we are taking to improve/maintain performance:** SBC is continuing the progression of existing clients, during reassessment, onto the Self Directed Support (SDS) approach.	👍	✅	Elaine Torrance

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What % of people contacting Social Work receive a service within 6 weeks of their assessment?	CP03-P28P What % of people contacting Social Work receive a service within 6 weeks of their assessment?	95%	**How are we performing:** Changes to how the assessment is recorded within Framework have impacted on this indicator for the past 2 quarters. **Actions we are taking to improve/maintain performance:** An increase in staff knowledge and familiarity with the new method of recording the assessment is starting to be reflected in performance this quarter.	👎	✅	Elaine Torrance
What % of children (aged 12+) are accommodated with family rather than residential placements?	CP03-P06 Looked After and Accommodated Children (aged 12+) in family-based placements compared to those in residential placements	72%	**How are we performing:** The % of children age 12+ living within a community placement in comparison to those in a residential setting has remain consistently around 70% this quarter, and remains lower than the "all ages" measures (*shown in graph below*)	👎	⚠️	Ann Blackie

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What % of children (all ages) are accommodated with family rather than residential placements?	CP03-P06b Looked After and Accommodated Children in family-based placements compared to those in residential placements	85%	**Actions we are taking to improve/maintain performance:** We continued to ensure the majority of children (all ages) who are looked after are provided a family-based placement rather than residential placement and ongoing recruitment campaigns have led to a 33% increase in foster carers during 2015/16	👍	✅	Ann Blackie
How many children are currently looked after or accommodated?	CP03-P83P Number of Looked After and Accommodated Children (LAC)	221	**Observations:** The number of looked after children is slightly higher than it was last quarter and higher than it was at the same time last year. National comparisons have been provided below, and show Borders below national and family group averages.	n/a		Ann Blackie

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
% of children looked after as a % of 0-17 year old population (with national comparators)		0.9%	**Observations:** While there is a slight increase in the %, our Looked After Children rate continue to be significantly less than the National % and the Family Group average (other local authorities similar to us)	n/a		Ann Blackie
How many inter-agency referral discussions are held about vulnerable children?		180	**Observations:** There has been a significant increase in Child Protection referral discussions from Quarter 3 to Quarter 4. These referrals are reviewed and are all appropriate. However this indicates a significant workload increase for staff in the field of Child Protection assessments.	n/a		Ann Blackie

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many children are currently on the Child Protection Register?	CP03-P86P Number of children on Child Protection Register 2013/14 ■ 2014/15 ■ 2015/16	28	**Observations:** Increasing trend mirrors the increasing numbers of inter-agency referral discussions (see above) in Quarter 3. This shows completed investigations and case conferences which have resulted in the child(ren) being placed on the Child Protection Register.	n/a		Ann Blackie

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many people have received advice or advocacy through Welfare Benefits Service?	CP03-P35 No.of People Referred to Welfare Benefits 2013/14 2014/15 2015/16	781	**How are we performing:** The number of people receiving advice or advocacy through the WBS, & monetary gains were higher in Q4 than Q3, and higher than the same time last year and the year before. **Total for 2015/16 = 2754** **Total for 2015/16 = £8,659,728** No single factor has caused the significant increase in the last financial year, rather a culmination of • increased areas of take-up activity by the service	👍	📈	Cathie Fancy
How much money was gained for customers of the Welfare Benefits Service?	CP03-P36 Welfare Benefit - Monetary Gain 2013/14 2014/15 2015/16	£2,940,2 76	• increased reassessment of certain benefits by DWP • increased large scale redundancy events (6 attended during 2015/16) • a constantly changing, complex social security system, resulting in more customers requiring support. Other work resulting in increased gains: • Work within Early Years Centres • Borders Macmillan Benefit Partnership • Welfare Benefits Officer (Mental health) **Action we are taking to improve/maintain performance:** Alternative ways of working are being explored and taken forward in order that we can meet increasing demand. This is of particular importance as we have not reached a point yet where we have full rollout of Universal Credit.	👍	✅	Cathie Fancy
To date, couples and families with children are not categories which are included as new claimants. We also await further detail on the roll out of devolved benefits. Service Level Agreement being developed with the four main Registered Social Landlords to bring them into our Macmillan Benefits Partnership- developing a training programme for front line workers to raise awareness of benefits issues, allowing them to take forward low level actions and/or refer on for advocacy appropriately.						

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many incidents of domestic abuse are reported to Police Scotland? (cumulative)	CP03-P37P How many incidents of domestic abuse are reported to Police Scotland? (cumulative) ■ 2013/14 ■ 2014/15 ■ 2015/16	904	**How are we performing:** 5 more reported domestic abuse incidents in 2015/16 than in 2014/15, a 0.6% increase. **Actions we are taking to improve/maintain performance:** The Pathway Project continues to be delivered addressing the needs of high risk victims, in addition to providing longer term community support and a groupwork programme for children and their mothers. The project is in its final year of funding, with funding from Scottish Government, Big Lottery (underspend) and Scottish Borders Council securing 12 months further delivery, with all staff contracts being extended to March 2017. The Scottish Government funding bid includes funding for 12 months part time (0.5FTE) MARAC Coordinator. An external evaluation of the Pathway project has concluded with an Improvement Plan which all three services are working towards.	▬	⚠	Tony Hodges
During the next 6 months a Stage 2 Big Lottery funding application will be developed, for submission in December 2016, a decision would be expected in March 2017. This funding bid proposes an increase in advocacy resources for DAAS and an additional Children's Court worker for DACS. The bid also allows for continuation of existing services – DAAS and DACS as well as the increased resources. A Project Board will be established to support this bid. The CEDAR groupwork programme has been awarded five years funding from Big Lottery, with a 50% match funding commitment from SBC. The recruitment of a CEDAR coordinator has successfully concluded with the preferred candidate starting in June 2016.						

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many crimes and offences are recorded by Police Scotland? (cumulative)	CP03-P39P How many crimes and offences are recorded by Police Scotland? (cumulative) 2013/14 ■ 2014/15 ■ 2015/16	2916	**How are we performing:** 2015/16 saw a decrease in crime by 253 offences (8%) compared to 2014/15, which is positive. The detection rate for 2015/16 was 55.7% compared to 51.1% for 2014/15, a 4.6 percentage point improvement, which is positive. Vandalism and malicious mischief continue to have lower detection rates than other crime groups but detections rates for this crime group have improved by 10.2 percentage points for 2015/16 when compared to 2014/15. **Actions we are taking to improve/maintain performance:** Although overall crime is down the amount of violent crime (robbery, serious assaults and minor assaults) has increased in 2015/16 when compared to 2014/15. Analysis of the issues has been undertaken and focused patrols in the town centre areas, in particular, are being undertaken to address issues. Although violent crime has increased the detection rate for this type of crime remains very high.	👍	✅	Tony Hodges
How much money is seized by Police Scotland? (cumulative)	CP03-P14 Value of Cash Seizures and Restraints through Proceeds of Crime Act (cumulative) ■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.	£204,847.36	**How are we performing:** The year-end total for cash and asset seizures for 2015/16 is £204,847.36. **Observations:** As this measure is out with our control, and the Government has indicated that there is no flexibility, it is proposed that this measure be removed for 2016/17	👎		Tony Hodges

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Corporate Priority 4: Build the capacity and resilience of our communities and voluntary sector

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many grants did we award from the Community Grant Scheme?	CP04-P01 CP04-P01 Community Grant – No. of grants awarded	15	**How are we performing:** • Q3 15/16 shows the normal slowing down of the CGS/volunteering effort over the Christmas period. • Some CGS project were funded by the Borders Railway Fund in Q3. • Q4 shows an increase in activity following the Christmas period and a flurry of activity as the year end approached.	—		Shona Smith
What was the value of the Community Grant Scheme grants awarded? (CP04-P02P)	CMT – Community Grant Quarterly Comparison	£36,869	**Actions we are taking to improve/maintain performance:** • Press release issued Q4 encouraging applications in some areas where underspend was relevant. • Website link refined. • End of Year Balance reported to Members in Q4 which generated activity. • CGS process being streamlined on Q4 for 2016/17.	👎		Shona Smith
What was the total value of the projects the Community Grant Scheme money contributed to? (CP04-P02aP)		£95,235		👎		Shona Smith

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What was the total value of National Lottery Funding received in the Scottish Borders?	CP04-P07P What was the total value of National Lottery Funding received in the Scottish Borders?	£619,846	**See commentary below**	👎		Shona Smith
How much National Lottery Funding (grants up to £10,000) was received in the Scottish Borders?	CP04-P07aP How much National Lottery Funding (grants up to £10,000) was received in the Scottish Borders?	£53,114	**How are we performing:** • Q4 figures are incomplete due to Purdah. March 2016 awards embargoed until May 2016. • Communities and Families Fund closed Feb 2016. **Actions we are taking to improve/maintain performance:** • Maximising external funding is a priority. We continue to assess the potential of external grants over local grants wherever possible. This is a key assessment area of the CGS and contributes towards investment of lottery funding in the area. • Press release issued Q4 included all small grants. • Website links refined.	➖		Shona Smith

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Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How much National Lottery Funding (grants over £10,000) was received in the Scottish Borders?	CP04-P07bP How much National Lottery Funding (grants over £10,000) was received in the Scottish Borders? £824,781, £916,120, £60,163, £726,679, £566,732 (Q4 2014/15, Q1 2015/16, Q2 2015/16, Q3 2015/16, Q4 2015/16)	£566,732	**How are we performing:** Q4 figures may be incomplete due to Election restrictions ("Purdah"). March 2016 awards embargoed until May 2016. The Big Lottery Fund large grants closure in June 2015 saw a drop off of awards in Q2 15/16 as they dealt with the bottleneck created by the closure. Q4 shows the continuing recovery with 3 large awards in excess of £100k. **What are we doing to maintain/improve performance:** New lottery programme now launched and training sessions completed. Programmes being promoted widely – drop in sessions in Duns arranged. There is very keen interest in the new BIG programmes with 6 large projects in development. There are 115 Pipeline projects, both over and under £10k.	👎	📊	Shona Smith

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many community council areas have an active "Resilient Communities" plan? (CP04-P06aP) (cumulative)	Exec - Community Resilience Plans - Active and Progressing	35	**How are we performing:** Contact has been made with all community councils. New active Resilient Communities plans include Tweedsmuir, Lanton, Greenlaw & Hume. 15 community council areas are progressing their plans, SBC is awaiting updates from 8, 1 community council is awaiting their presentation from SBC, and 5 do not wish to join up. **Actions we are taking to improve/maintain our performance:** Additional resources within Emergency Planning should see an increase in take up and progression of plans (Clerical Assistant now appointed and Assistant Emergency Planning Officer to be advertised)	👍		Jim Fraser
How many community council areas have a progressing "Resilient Communities" plan? (CP04-P06bP) (cumulative)		15				
How many people have registered for SB Alert?	CP04-P08P How many people have registered for SB Alert?	3,788	**Observations:** The target of 3200 by end 15/16 has been exceeded. Local promotion will continue to ensure that coverage is increased during 2016/17. Locality figures up to end March as follows: Berwickshire 639 (600 in Q3) Cheviot 710 (600 in Q3) Eildon 1241 (1100 in Q3) T&L 435 (400 in Q3) Tweeddale 763 (600 in Q3)	👍	✅	Jim Fraser

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
The number of people carrying out volunteer work with SBC	CP04-P10 The number of people carrying out volunteer work with SBC (bar chart: Q4 2014/15, Q1 2015/16, Q2 2015/16, Q3 2015/16, Q4 2015/16) Legend: Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.	286	**Observations:** 286 people volunteered for Scottish Borders Council during Q4 of 2015/16, which equated to 3,265.5 hours. Economic benefits can be calculated at £39,639* Numbers volunteering in each services: • Museums 69 • Community Learning and Development 14 • Community centres 108 • Libraries 31 • Walk-it 64 *Economic benefit is calculated as follows: *the number of volunteers* X *the average number of hours* X *average hourly wage** *average hourly pay for those living in the Scottish Borders = £12.14 (2014), provided by Nomis.	👍		Shona Smith

Museums (inc Wilton Lodge Park): The volunteer information for the museum service is skewed as volunteers with the Heritage Hub have only been captured for quarter 4. However, volunteer hours did fall in quarter 3 due to sickness, reduced hours over the holiday period and bad weather (work St Ronan's and Wilton Lodge Park can be weather dependent). Hours were also reduced as one volunteer secured employment.

CLD: Volunteer hours are lower in quarter 2 when compared to quarters 3 and 4 due to the summer holiday period.

Community Centres: A recalculation of how volunteer hours were recorded, along with a weekend clean up in Newtown Community Wing resulted in the increase in volunteer number and hours in quarter 4.

Walk It: Q4 shows a reduction in hours although an increase in the number of volunteers due to some information still to be received back from walk leaders. It is expected that the final figures will show an increase due to the increase in both number of volunteers and number of walks.

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Corporate Priority 5: Maintain and improve our high quality environment

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many people are killed on our roads?	CP05-P67vP How many people are killed on our roads?	1	**Observations:** The total number of fatalities on Scottish Borders roads in 2015 was 6; over 5 different accidents. Five of the fatalities occurred on Council controlled roads and one on a Trunk Road.	n/a	🛑	Colin Ovens
How many people are seriously injured on our roads?	CP05-P68vP How many people are seriously injured on our roads?	17	**Observations:** There was a total of 17 serious injuries in road related accidents in the final quarter of 2015. This brought the annual total to 62; the same number as in 2014. This remains above the national reduction target of 54 by this period but is an improvement on the baseline 2004 - 08 rolling average of 95 that this is measured against.			

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How much of our household waste is recycled (%) - UNVERIFIED (cumulative rolling average) CP05-P62uaP		37.51	**How are we performing:** Since the removal of garden waste the recycling rate has remained fairly steady, rising very slightly the past two quarters. This small rise is attributable to an overall small decrease in landfilled waste and a small increase in recycled materials, including an increase in food waste tonnages, reflecting the tonnages being brought in through the new food waste service. **What are we doing to maintain/improve performance:** Between May and September 2015 we introduced food waste collections to households in Galashiels, Tweedbank, Peebles, Selkirk, Jedburgh and Hawick. We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this is being undertaken. Note: One quarter lag in data			Ross Sharp-Dent
How much of our household waste goes to landfill (%) - UNVERIFIED (cumulative rolling average) CP05-P62ubP		62.22	**How are we performing:** The waste disposed of in landfill has remained fairly constant over the last four quarters. There was a very small decrease in the percentage of waste landfilled this quarter. Although waste delivered to community recycling centres increased a little, this was offset by a slightly larger reduction in waste collected from the kerbside which could be related to the new food waste collections. **What are we doing to maintain/improve performance:**			Ross Sharp-Dent

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
			Between May and September 2015 we introduced food waste collections to households in Galashiels, Tweedbank, Peebles, Selkirk, Jedburgh and Hawick. We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this is being undertaken. We are working on the development of a new Waste Transfer Station to replace Easter Langlee Landfill Site which is scheduled to close in the next few years. Note: One quarter lag in data			
How much of our household waste requires other treatment (%) - UNVERIFIED (cumulative rolling average) CP05-P62ucP		0.27	**How are we performing:** As the majority of our non-recyclable waste is disposed of in landfill, the amount of household waste treated continues to be very low. **What are we doing to maintain/improve performance:** The treated waste is composed of material sent to our recyclers which cannot then be recycled, and is sent to thermal treatment rather than landfill. We continue to work with householders and our suppliers to minimise these contamination levels. We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this is being undertaken. Note: One quarter lag in data	▬	📊	Ross Sharp-Dent

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

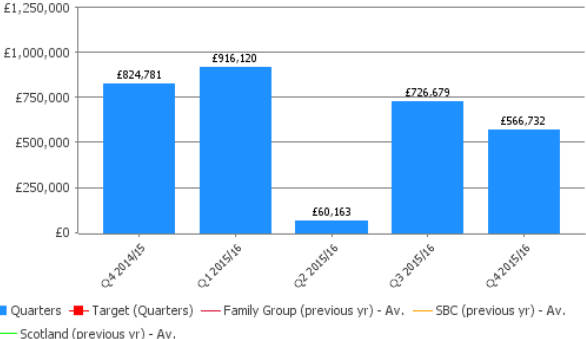| Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How much of our waste do we recycle at Community Recycling Centres?	CP05-P63 Annual Average Community Recycling Centre (CRC) Recycling Rate (%) (cumulative rolling average) CP05-P63 *(bar chart: Q1 2015, Q2 2015, Q3 2015, Q4 2015, values around 50; scale 0.00–50.00)* ■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.	51.06	**How are we performing:** The recycling rate at community recycling centres has remained fairly constant over the last four quarters. **What are we doing to maintain/improve performance:** We continue to encourage householders to split their waste into different streams at the Community Recycling Centres to maximise recycling. Kelso Community Recycling Centre opened in May 2015, upgraded centre in Hawick in April 2016. Works are ongoing on the re-configuration of Selkirk Community Recycling Centre related to the Flood Works. We are in the process of delivering a new Waste Plan and the first part of a public consultation relating to this is being undertaken. Note: One quarter lag in data	—		Ross Sharp-Dent
What condition are our roads in?	CP05-P30P What condition are our roads in? *(bar chart: 2011/12 = 40.2%, 2012/13 = 41.7%, 2013/14 = 43.5%, 2014/15 = 45.5%, 2015/16 = 46.3%)* ■ Years — Family Group - Av. — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland - Av. — Scotland (previous yr) - Av.	46.3%	**How are we performing:** In Scottish Borders there are nearly 3,000km of roads, of which 46.3% should be considered for maintenance treatment (Scottish average is 37%) **Actions we are taking to improve/maintain performance:** Continue to report annually the backlog in maintenance and submit Project Business Cases with investment options to maintain and improve the network condition across the Scottish Borders. £1.0M additional expenditure was approved,	👎		Colin Ovens

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
			from 2015/16 onwards. This will only go some way to reduce the rate of decline. Funds continue to be allocated to managing a decreasing road condition with the aim of reducing the rate of decline as much as resources allow.			

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Corporate Priority 6: Develop our workforce

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What % of working days are lost due to absence?	**CP06-P14 Percentage of Working Days Lost - Council Average** (bar chart Q4 2014/15 through Q4 2015/16, values around 4.00%-4.10%) Quarters; Family Group (previous yr) - Av.; SBC (previous yr) - Av.; Scotland (previous yr) - Av.	4.1%	**How are we performing**: Through effective implementation of our absence management policy the % of working days lost due to absence has been consistently stable across the year finishing marginally above the target of 4% at 4.1% in March 2016 **Actions we are taking to improve/maintain performance:** Each Service, including SB Cares, continues to receive a monthly detailed report on absence rates in order that managers and HR advisors can work together to tackle areas where rates are higher than the target	▬	⚠️	Clair Hepburn
How many of our employees are actively using SB Learn (our e-learning tool)? (cumulative)	**CP06-P11 SBLearn Active Learners (cumulative)** (bar chart Q4 2014/15 through Q4 2015/16, rising from ~3,300 to ~5,100) Quarters; Family Group (previous yr) - Av.; SBC (previous yr) - Av.; Scotland (previous yr) - Av.	5,123	**How are we performing:** All employees who are registered PC users are now regularly using the resources on SB Learn, as are many who don't have regular PC access although this is more challenging in some work settings. **Actions we are taking to improve/maintain performance:** Work is ongoing to ensure that those employees who don't have regular access to a PC can access the valuable training resources including mandatory training on Equalities & Diversity, Child Protection, Data Protection, and Information Management.	👍	✅	Clair Hepburn

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many people do we currently employ through our Work Opportunities Scheme? (CP06-P45P)		56	**Observations:** There are currently 56 opportunities being provided within SBC through the Work Opportunities Policy. A breakdown is provided below. (Note that the total of 56 includes the 6 employees who are employed through the Employment Support Scheme, which has remained at 6 for the last year, and is therefore not included in the graphs below)	👍	📈	Cathie Fancy
How many posts do we currently have for young people that are paid for through the Skills Development Scotland "Employability Fund"? (CP06-P31P)		0	**Observations:** There have been no "stage 3" Employability Fund placements required within SBC within this financial year. However, any contact made to SBC depts previously have been supported	👎	📈	Cathie Fancy
How many student placements do we currrently have? (CP06-P32P)		10	**Observations:** SBC is currently advertising work experience opportunities for students who are looking for summer work (paid and unpaid)	👍	📈	Cathie Fancy
How many apprentices do we currently employ? (CP06-P37P)		37	**Observations:** There are currently 27 male and 10 female apprentices in SBC. From the 6 apprentices who have left their MA positions this year, 3 have secured internal vacancies within SBC, 1 has gone to university, 1 has secured an external vacancy, and the other is in an unknown destination	👍	📈	Cathie Fancy

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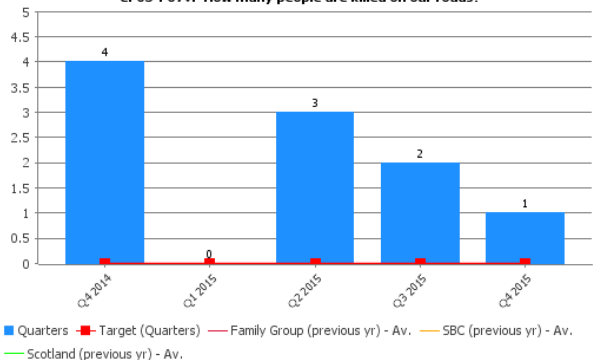
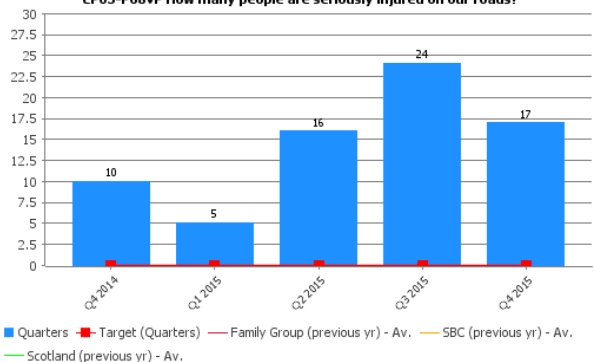| Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many "other" work opportunities do we currently have? (CP06-P44P)	CP06-P44 CP06-P44 Work Opportunities Scheme - Current Other SBC opportunities	3	**Observations:** There has been little demand for "other" short work experience and job taster placements through the Work Opportunities Scheme. However, depts have been accommodating when approached	👍		Cathie Fancy
Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website	CP06-P46 Percentage of staff with a registered Vectis card on the Scottish Borders Staff Benefits website	33.14%	**Observations:** Following the launch of the new employee benefit scheme there has been a positive response, with 33% of employees with a discount card registering the card on the Scottish Borders Employee Benefit Scheme website. In addition to this the salary sacrifice scheme part of the employee benefits scheme has seen the following: • Car Salary Sacrifice Scheme – 42 applications approved • Technology Salary Sacrifice Scheme – 311 applications approved (no change from Q3). The next window for this Scheme opens from the 2nd May through to the 3rd of June.	—		Clair Hepburn

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Corporate Priority 7: Develop our assets and resources

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How much Council Tax is collected in a particular year?	CP07-P07P How much Council Tax is collected in a particular year? 2013/14 ■ 2014/15 ■ 2015/16	96.5%	**How are we performing:** SBC's collection rate is slightly lower than targeted for the year (96.65%) and 0.02% lower in comparison with the same period last year. Existing efforts were affected by redirecting resources to support recent flooding incidents. **Actions we are taking to improve/maintain performance:** A targeted approach to improve collection throughout the year will commence soon, as well as the stringent monitoring of the new Sheriff Officers contract.	👎	⚠️	Jenni Craig
What % of industrial & commercial properties, owned by the Council, are occupied?	CP07-P06 Occupancy Rates of Industrial and Commercial Units ■ Quarters — Family Group (previous yr) - Av. — SBC (previous yr) - Av. — Scotland (previous yr) - Av.	93%	**How are we performing:** There were 35 new leases in 2015-16, which generated an annual income of £165,000. **Actions we are taking to improve/maintain performance:** We continue to provide information and advice on industrial and commercial premises for all business enquirers	👍	✅	Bryan McGrath

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How much has the Council received for selling its fixed assets (e.g. buildings), shares or debt? (cumulative)	CP07-P03 Capital Receipts Generated (cumulative)	£847,711	**How are we performing:** A total of four properties have been sold over the reporting period. The total cumulative capital receipt generated for the year is £847,711. **Actions we are taking to improve/maintain performance:** Certain markets are still slow to recover in the Scottish Borders. We continue to market extensively and are looking at alternative ways to dispose of sites such as joint ventures. **http://www.scotborders.gov.uk/sale_lets**	n/a		Neil Hastie
How many properties are no longer required? (CP07-P23P)	CMT - Properties (Surplus/Actively Marketed/Under Offer)	26	**How are we performing:** Two new properties have been declared surplus to requirements and about to be sent to our selling agents. Seven properties are currently being marketed and a further twelve properties currently under offer. A number of these are due to settle early in the new financial year. **Actions we are taking to improve/maintain performance:** We continue to review the asset base with a view to bringing surplus assets to the market. Discussions are ongoing with potential interested parties in some of the properties which have been on the market for some time.	n/a		Neil Hastie
How many properties are advertised for sale? (CP07-P24P)		7				
How many properties are under offer? (CP07-P25P)		12				

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How much does the Council spend on electricity? - Quarterly	CP07-P17aP How much does the Council spend on electricity? - Quarterly	£295,574	**How are we performing:** Electricity consumption in Q4 15/16 compared to the same period the previous year has reduced by around 10%. The cost of electricity for the same period has also reduced, however only by around 3%. The consumption for gas Q4 15/16 compared to the same period the previous year has reduced by around 9% whilst associated costs have reduced by 15%, this is reflecting the reduced cost of gas at the current time. Reviewing Degree Day Data, the period was almost identical to the same period last year which is indicating that efficiency measures being introduced are partially having a positive effect on energy consumption. Further to the increased efficiency measures, one "half hourly" site that was included in this report in 14/15 was transferred to SBCares at the start of 15/16. This will have reduced the energy consumption figures further but does	👍	📈	Martin Joyce
How much electricity in kilowatt hours does the Council use? - Quarterly	CP07-P17P How much electricity in kilowatt hours does the Council use? - Quarterly	3,250,064				

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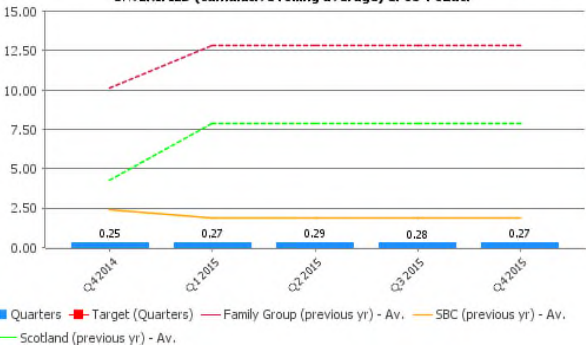| Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How much does the Council spend on gas? - Quarterly	CP07-P18aP How much does the Council spend on gas? - Quarterly	£145,413	not account for the total reduction reported here. **Actions we are taking to improve/maintain performance:** As part of the transformation programme of works The Energy Efficiency Board Programme (EEP) aims to reduce energy consumption and costs by: • Ensuring solutions represent best value for money • Reducing the cost of energy through reduction in use and increase in energy efficiency •Generating on-site energy to reduce demand on fossil fuels and take advantage of Feed in Tariff/Renewable heat incentive grants • Reducing SBC Carbon Footprint • Enhancing SBC's reputation as a forward thinking progressive Local Authority • Supporting local suppliers by use of local contractors to undertake works where we can.	👍		Martin Joyce
How much gas in kilowatt hours does the Council use? - Quarterly	CP07-P18P How much gas in kilowatt hours does the Council use? - Quarterly	5,597,059				

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many of our capital projects are currently on track? (CP07-P49P)		108	**How are we performing:** Of the 125 capital projects being managed, only one has a "red" status, Peebles 3G pitch Hawick 3G, which was red last quarter, is now at preferred tender status, awaiting confirmation of Sport Scotland funding before an award can be made.			
How many of our capital projects are currently just off track? (CP07-P50P)	Executive - Capital Projects	16	**Actions we are taking to improve/maintain performance:** As well as monitoring the financial position of each capital project, an overall project tracker is reviewed monthly to ensure all factors are taking into consideration, not just the financial position, when assessing project status of red, amber or green.			Martin Joyce
How many of our capital projects are currently not on track? (CP07-P51P)		1	The planning application has now been withdrawn for Peebles 3G pitch and alternative sites will now be investigated in consultation with the wider community.			

Corporate Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many transactions were logged as handled by Customer Services staff?	CP08-P066 Total number of interactions (taken through CRM) by Customer Services	46,672	**How we are performing:** There has been an 18.31% increase in the number of interactions for Quarter 4, since Quarter 3. Quarter 4 2015/16 compares to the same period last year. **Actions we are taking to improve/maintain performance:** We actively promote the website and the Customer Services 0300 100 1800 line and are continually working to increase the number of services delivered digitally and to encourage self service.	▬	📊	Les Grant
How many people were logged as coming into our Contact Centres to deal with our Customer Services staff face to face? (CP08-P63P)	Exec - Customer Services Interactions logged on CRM	16,709	**Observations:** There has been an increase of 2065 in the number of Face-to Face interactions taken through CRM over the previous quarter. In comparison to Q4 of 2014/15 there has been a reduction of 2044 Face-to-Face interactions. Work is ongoing to move our services on-line. **Actions we are taking to improve/maintain performance:** We are continuing to promote the Customer Relationship Management (CRM) system corporately and work on training new starts and existing staff is ongoing.	👍	📊	Les Grant
How many people were logged as contacting our Contact Centres by phone? (CP08-P65P)		28,266	**Observations:** Although the number of voice interactions for the year has reduced overall there has been an increase in the number of voice interactions in Quarter 4 over the number taken in both Quarter 3 2015/16 (4627) and Quarter 4	👍	📊	Les Grant
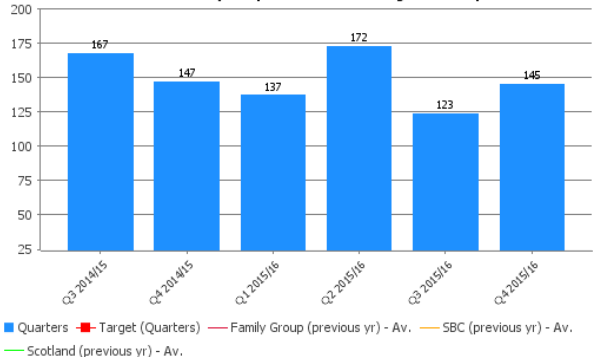
Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
			2014/15 (1329). This can in part be attributed to the introduction of the Long Term Empty Property Levy, the flooding and the Flood Grant Scheme. **Actions we are taking to improve/maintain performance:** We actively use media campaigns to promote our services and the Customer Services 0300 100 1800 line. We continue to promote the Customer Relationship Management (CRM) system corporately. Work on training new starts and existing staff is ongoing. We are also working to channel shift customers to on-line self service options.			
How many requests for information, under the Freedom of Information Act, did we receive?	CP08-P053 FOI Requests Received	326	**Observations:** The number of FOI request received in Q4 has increased since Q3 and is higher than it was at the same time last year. Q4 included more than 30 requests from the Scottish Parliament Research unit and MSPs. As departments worked towards the year end, performance was affected slightly **Actions we are taking to improve/maintain performance:**	👎		Nuala McKinlay

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
What percentage of requests for information received, under the Freedom of Information Act, did we complete on time?	CP08-P054 % of FOI Requests Completed on Time	84%	The Information Team continues to work closely with services to ensure timely returns of information relating to FOIs.	👎	⚠️	Nuala McKinlay
How many complaints were received by our Social Work Service?	CP08-P030 Number of Social Work Statutory Complaints Received	20	**Observations:** Q4 2015/16 has seen an increase in the number of complaints. The pattern of complains this year does not follow the previous two years where complaints came to a peak in Q3, then reduced. There is continuing variance in the reason for the complaints which cannot be linked. We currently have 3 complaints relating to the ALEO with are being dealt with in accordance with the Social Work Procedures.	👎	📈	Sylvia Mendham

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many complaints did we investigate to completion?		145	Departmental Split Mar 2016: Chief Executives: **3***(Mar 2015:4)* People: **5** *(Mar 2015: 14)* Place: **39***(Mar 2015: 45)* Whilst the number of complaints closed in March 2016 is the same as those closed in February 2016 there has been a decrease of 16 Complaints since the same period last year. The longer term trend information is unavailable as this is only the second full year subject to SPSO reporting requirements following the full implementation from April 2013 of the revised Complaint Handling Procedure. Timeliness: Stage 1: **31** complaints were closed, of which **26** were responded to within 5 working days. Of the **5** complaints that were not responded to within 5 days, **1** was within People, and **4** were within Place. Stage 2: **16** complaints were closed, of which **14** were responded to within 20 working days. The **2** that were not responded to within 20 working days were within Place. In Q4 we investigated a total of 145 complaints. The majority of these (32%) were classified as 'Failure to Deliver Service', followed by Policy and Other both at 23% with Employee Attitude at 21%.	👍	📈	Les Grant

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Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How long in working days does it take on average to respond to a complaint at stage one?	SPSO-04a Average times: the average time in working days to respond to complaints at stage one (SPSO-04a)	4.1	**How are we performing:** There has been a small increase in the average number of days taken to respond to complaints at stage one, since the same quarter last year. Average time in working days to respond to complaints at stage one per department: Chief Executive - **4.2** days People - **4.7** days Place - **4.0** days **Actions we are taking to improve/maintain performance:** We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.	👎	✅	Les Grant
How long in working days does it take on average to respond to a complaint at stage two?	SPSO-04b Average times: the average time in working days to respond to complaints at stage two (SPSO-04b)	16.9	**How are we performing:** There has been a small increase in the average number of days taken to respond to complaints at stage two, since the same quarter last year. Average time in working days to respond to complaints at stage two per department: Chief Executive - **17.5** days People - **19.7** days Place - **15.6** days **Actions we are taking to improve/maintain performance:** We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.	▬	✅	Les Grant

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How long in working days does it take on average to respond to a complaint that has been escalated?	SPSO-04c Average times: the average time in working days to respond to complaints after escalation (SPSO-04c)	19.7	**How are we performing:** There were 7 stage two complaints that were escalated, 1 within People and the remaining 6 within Place. **Actions we are taking to improve/maintain performance:** We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary.		✓	Les Grant
How many complaints at stage one are closed within five working days (as a percentage of all stage one complaints)?	SPSO-05a Performance against timescales: the number of complaints closed at stage one within 5 working days as % of total number of stage one complaints (SPSO-05a)	85.5%	**How are we performing:** There has been a slight decrease of 0.2% in comparison to the same quarter last year, however overall the figure has remained fairly consistent. **Actions we are taking to improve/maintain performance:** We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary. An ambitious target of 100% ensures we focus on improvement		⚠	Les Grant

Appendix 2: Scottish Borders Council Executive Committee – Quarterly Public Performance Report, June 2016 (Q4 2015/16)

Short Name	Trend Chart	Current Value	Commentary	Compared to same time last year	Status against Target	Managed By
How many complaints at stage two are closed within 20 working days (as a percentage of all stage two complaints)?	SPSO-05b Performance against timescales: the number of complaints closed at stage two within 20 working days as % of total number of stage two complaints (SPSO-05b)	78.6%	**How are we performing:** There has been an increase of 3.6% in comparison to the same period last year. **Actions we are taking to improve/maintain performance:** We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary. An ambitious target of 100% ensures we focus on improvement	👍	🔴	Les Grant
How many escalated complaints are closed within 20 working days (as a percentage of all escalated complaints)?	SPSO-05c Performance against timescales: the number of escalated complaints closed within 20 working days as a % of total number of escalated stage two complaints (SPSO-05c)	85.7%	**How are we performing:** There were 7 complaints within stage two that were escalated, 1 was within People and the remaining 6 were all within Place. **Actions we are taking to improve/maintain performance:** We use the Customer Relationship Management System to manage complaints within the allocated timescales. We also provide refresher training where necessary. An ambitious target of 100% ensures we focus on improvement	👍	🔺	Les Grant

2015/16 UNAUDITED REVENUE OUTTURN

Report by the Chief Financial Officer
EXECUTIVE COMMITTEE

07 June 2016

1   PURPOSE AND SUMMARY

1.1   **This report provides Members with a statement comparing final revenue outturn expenditure and income for 2015/16 with the final approved budget for the year and explanations for significant variances.**

1.2   An unaudited outturn underspend of £1.284m was achieved in the 2015/16 revenue budget. The £1.284m underspend (0.49% of Final Approved Budget) was delivered following a number of earmarked balances approved by the Executive Committee during 2015/16. In total, these amount to £12.720m and relate to a number of initiatives across departments and specifically include £1.906m of carry forward for Devolved School Management (DSM). A high level summary of the outturn position in each Council department is detailed in section 4 of this report.

1.3   Overall, as required in the Financial Plan, savings of £7.825m were successfully delivered during 2015/16. Of these, £6.620m (85%) were delivered permanently. The remaining £1.205m (15%) of savings were achieved on a temporary basis and thus particular emphasis is being placed on permanent delivery of these savings during the early part of 2016/17.

2   RECOMMENDATIONS

2.1   **It is recommended that the Executive Committee:**

(a)   **Agrees the content of this report and notes the outturn position prior to Statutory Audit;**

(b)   **Notes that this draft unaudited outturn position will inform the budgetary control process and financial planning process for the current and future years; and**

(c)   **Approves the adjustments to earmarked balances noted above and in Appendix 1.**

3   BACKGROUND

3.1   On 11 February 2016, Council approved an updated Financial Strategy for the years 2016/17 - 2020/21. This was the fourth year in of an ongoing rolling five year Revenue Financial Plan, which was underpinned and delivered by the medium-term Financial Strategy. During this period from 2013/14 to 2015/16 cumulative savings of £28.608m have been delivered in the Council. Specifically within the Financial Strategy, the key financial objectives were stated:

(a)   continue to freeze council tax in 2016/17;

(b)   set a prudent, sustainable budget in line with available resources;

(c)   continue to invest in infrastructure through a sustainable capital programme financed by £20.485m loans charges per annum;

(d)   maximise income while keeping fees charged to service users at an affordable level;

(e)   continue to invest in corporate transformation and efficiency projects to deliver long term financial savings and service benefits;

(f)   focus on preventative revenue and capital spend; and,

(g)   maintain unallocated reserves of £5.638m for 2016/17 in line with the assessed risk register.

3.2   The assessment as at 31 March 2016 is that despite financial pressures arising during the 2015/16 financial year and the requirement to fund a range of pressures including, ERVS, the budgeted shortfall in pay award and the Council's contribution to the Bellwin claim, the approved strategy remains appropriate and assured with the unallocated balances of £5.638m as planned.

3.3   During 2015/16 detailed Revenue Monitoring Reports were reviewed by Corporate Management Team on a monthly basis allowing corporate corrective management action to be taken during the year where required. In line with financial regulations quarterly monitoring reports were submitted to the Executive Committee. Where appropriate, approval was sought from the Executive Committee to vary the budget through budget virements throughout the year.

3.4   Detailed budgetary control reports for 2015/16 were submitted for consideration by the Executive Committee on:

(a)   18 August 2015 (as at the end of June);

(b)   17 November 2015 (as at the end of September);

(c)   16 February 2016 (as at the end of December).

3.5   Additionally, a further report requesting final virements and earmarked balances was presented to the Executive Committee on 22 March 2016.

3.6   In addition to reporting actual expenditure/income to date, these reports projected a final outturn position compared against latest approved budget and provided explanations for material variances and sought approval for necessary budget virements. This report now compares the final, but unaudited, outturn for 2015/16 with final approved budgets.

3.7   It was agreed at the 24 February 2016 Corporate Management Team that all Services would impose a freeze on discretionary spend during the

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remainder of 2015/16 in order to mitigate against further potential pressures within Adult Services during the remainder of the financial year and also maximise opportunities to support Corporate Transformation in 2016/17. The position at year-end is partly as a result of this planned management action.

4   FINAL OUTTURN STATEMENT

4.1   The revenue account for 2015/16 delivered a favourable variance of £1.284m. The outturn includes adjustments for earmarked budget brought forward from previous years and earmarked 2015/16 budgets carried forward to 2016/17. A high level summary of the outturn position in each Council department is shown below. The detailed outturn statement for the 2015/16 revenue budget is shown in Appendix 1.

4.2   **Chief Executive**
Favourable £0.069m
The department achieved a favourable variance of £0.069m at 31 March 2016. This is despite significant pressures arising from the Scottish Wide Area Network (SWAN) project which have been covered within the department. These pressures have been offset within the wider Chief Executive's department through the impact of the freeze on non-essential discretionary spend and specific Service items detailed in Appendix 1.

4.3   **People Department**
Children & Young People
Favourable £0.438m
At 31 March 2016, the Children & Young People department is carrying forward £0.874m in respect of Devolved School Management (DSM) balances for Primary Schools and £1.032m in relation to Secondary Schools. A net year-end favourable variance of £0.438m arising in the main from lower than anticipated cost of implementation of increased Early Years provision (£0.233m), lower than anticipated contracted services costs and savings in discretionary spend have delivered a £0.210m favourable out-turn in Integrated Children's Services.

4.4   **Adult Services**
Adverse £0.107m
Adult Services experienced a considerable range of pressures during 2015/16, many of which have been addressed through remedial actions being identified and delivered and, going forward, by investment within the 2016/17 Financial Plan to increase the capacity in Residential Care and Care at Home in line with current demand. The main service area which experienced significant financial pressure in 2015/16 remains Older People.

4.5   **Business Support – People**
Favourable £0.063m
The budget pressure in Adult Services above is partly off-set by a favourable variance in Business Support as a result of the freeze on discretionary spend and staff vacancies.

4.6   **Place**
Commercial Services
Favourable £0.378m
Within the Place department, Commercial Services has delivered a favourable variance at 31 March 2016 of £0.378m. This is attributable to a number of factors including strong last quarter trading performances from Fleet Management £0.086m and SBC Contracts £0.086m. Reduced food

costs in catering due to lower food waste levels and improved school meal uptake £0.124m.

4.7 **Neighbourhood Services**
Favourable £0.442m
Neighbourhood Services have achieved a favourable variance position at the 31 March 2016 of £0.442m. Additional income of £0.102m was achieved within Customer services largely due to a higher than projected last quarter across Housing Benefit Overpayment recovery. Improved efficiencies including reduced hired equipment within the Langlee Aggregates Yard and planned vacancy controls across the department in preparation for 2016/17 financial plan savings delivered a further £0.270m. The residual underspend was generated through the freeze on non-essential discretionary spend in the last quarter of 2015/16. Favourable dry weather conditions during March resulted in reduced leachate costs from Langlee.

4.8 **Regulatory Services**
Favourable £0.195m
A favourable variance at 31 March 2016 of £0.195m was attributable to additional anticipated funding for Individual Electoral Registration £0.090m along with savings as a result of the corporate freeze on discretionary spend and delayed recruitment.

4.9 **Business Support**
Favourable £0.032m
A small favourable variance was delivered in the Place Business Support team in the main as a result of savings in employee costs due to delayed recruitment into their new structure.

4.10 **Other Services**
Favourable £0.082m
Overall, there was a favourable variance of £0.082m within Other Services at 31 March 2016. This is partly due to an underspend in Council Tax Reduction Scheme (CTRS) of £0.085m. Demand for CTRS is related to customer circumstances, awareness and Council Tax levels. Council Tax levels have been static for some time compared to generally increasing household income levels which reduces the number of households who are eligible. There is also a small underspend of £0.015m in Loans Charges as a result of favourable interest rates.

4.11 **Financed By**
Income Pressure £0.308m
The Council received lower than previously projected Council Tax income of £0.308m during 2015/16 partly due to higher than anticipated exemptions and discounts along with adjustments to the Council Tax bad debt provision.

5   FINANCIAL PLAN SAVINGS

5.1 A summary of the delivery of all savings agreed within the 2015/16 Financial Plan is outlined in Appendix 2 to this report and can be summarised for the Council as a whole as:

SBC (Total) Efficiency Savings Progress £'000

- Delivered as per FP, £5,924 , 76%
- Achieved by alternative (Perm), £696 , 9%
- Achieved by alternative (Temp), £1,205 , 15%
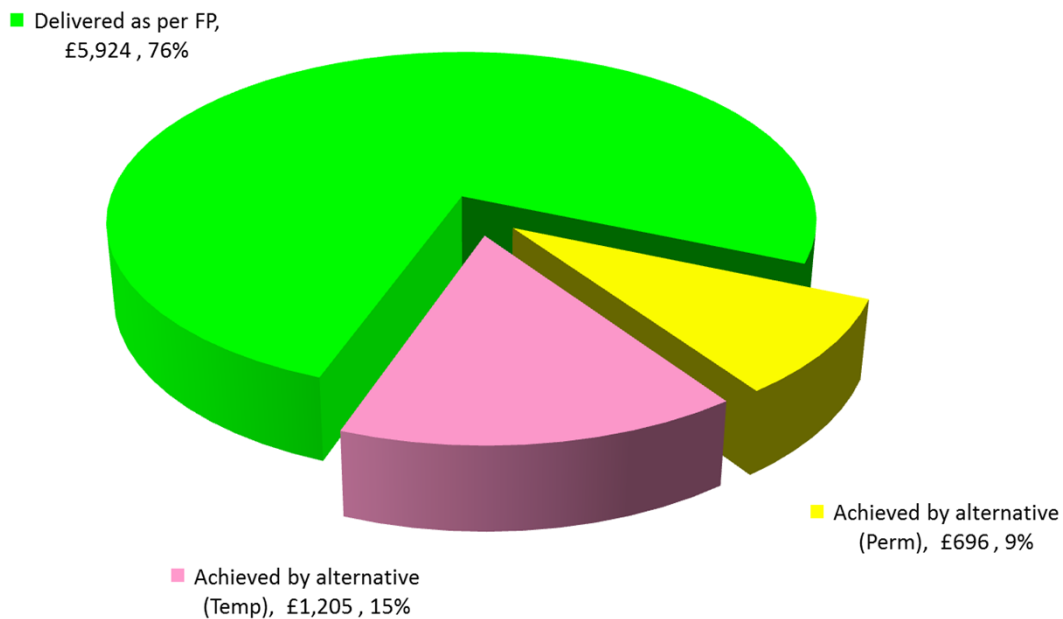
5.2 Overall, savings of £7.825m were delivered during 2015/16. Of these, £6.620m (85%) were delivered permanently (£5.924m (76%) as intended within the Financial Plan and £0.696m (9%) by alternative means). The remaining £1.205m (15%) of savings were achieved on a temporary basis and thus these savings will require to be addressed permanently during 2016/17. Council management team is placing particular emphasis on the permanent delivery of these remaining 2015/16 savings during the early part of 2016/17.

5.3 The chart above continues to highlight the ongoing sustained improvement overall in the delivery of agreed savings with 85% of savings delivered on a permanent basis. 80% of savings were delivered on a permanent basis in 2014/15, 70% in 2013/14 and 50% in 2012/13, improving confidence in the robustness of the financial planning process. The savings not yet delivered on a permanent basis highlight the need for robust scrutiny and challenge by Senior Officers and Elected Members and reinforces the importance of regular reporting during the financial year. Ongoing effort will be required going forward to further improve this delivery performance due to the scale of savings required in 2016/17.

6 YEAR END POSITION

6.1 The favourable outturn position reported is subject to the statutory audit process. Members will recall that the IT project approved in March 2016 requires a funding contribution from Council budgets and it is proposed that following the audit process the year end underspend be allocated to support the costs of IT implementation.

7 IMPLICATIONS

7.1 **Financial Recommendations**
There are no costs attached to any of the recommendations contained in this report its content being specifically related to reporting the Revenue Account Outturn as at 31 March 2016.

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7.2 **Risk and Mitigations**
The final outturn position reported is subject to the external audit. Additionally, the recurring impact of reported pressures during the financial year and the temporary achievement of 15% of planned efficiency savings will require to be addressed in 2016/17.

7.3 **Equalities**
It is anticipated there will be no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals contained in this report.

7.4 **Acting Sustainably**
There are no significant effects on the economy, community or environment.

7.5 **Carbon Management**
No effect on carbon emissions are anticipated from the recommendation of this report.

7.6 **Rural Proofing**
It is anticipated there will be no adverse impact on the rural area from the proposals contained in this report.

7.7 **Changes to Scheme of Administration or Scheme of Delegation**
No changes to either the Scheme of Administration or the Scheme of Delegation is required as a result of this report.

8 CONSULTATION

8.1 The Corporate Management Team, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR and the Clerk to the Council have been consulted and any comments have been reflected in the report.

Approved by

David Robertson
Chief Financial Officer　　　　　Signature ....

Author(s)

Name	Designation and Contact Number
Suzy Douglas	Financial Services Manager 01835 824000 x5881

Background Papers:
Previous Minute Reference:

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. David Robertson can also give information on other language translations as well as providing additional copies.

Contact us at Suzy Douglas, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA; Tel: 01835 824000 X5881.

MONTHLY REVENUE MANAGEMENT REPORT SCOTTISH BORDERS COUNCIL 2015/16 SUMMARY						Scottish Borders COUNCIL
	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Summary Financial Commentary
Chief Executive	27,658	27,589	69	0	69	The Chief Executive's department is reporting a small underspend. Within this the SWAN pressure of over £400k has been offset from the removal of non essential discretionary spend £212k and further specific Service underspends.
People	166,649	166,202	447	(54)	393	The People department are reporting a net underspend position of £393k. This position includes an underspend of £438k in Children & Young People as a result of lower than anticipated cost of implementation of increased Early Years provision and lower than anticipated contracted services costs and savings in discretionary spend in Integrated Children's Services. A further underspend of £63k was delivered within the Business support team as a result of result of the freeze on discretionary spend and staff vacancies. These departmental underspends were offset by a pressure of £107k in Adult Services. This pressure is as a result of budget pressures within the Older People Service in the main.
Place	37,429	36,987	443	604	1,047	
Loan Charges	18,345	18,330	15	0	15	Underspend as a result of favourable interest rates.
Other	10,769	11,117	(348)	415	67	Reduced payments of Council Tax Reduction Scheme (£85k)
Total	**260,850**	**260,225**	**626**	**965**	**1,591**	
Financed by:						
Revenue Support Grant	(178,870)	(178,870)	0	0	0	
Non-Domestic Rates	(33,707)	(33,707)	0	0	0	
Council Tax	(52,128)	(51,820)	(308)	0	(308)	Lower income received than previously projected.
Reserves:						
Earmarked Balances from 2014/15	(5,959)	(5,959)	0	0	0	
Earmarked Balances for future years	12,154	11,189	965	(965)	0	
Transfers to\from Reserves	(2,341)	(2,341)	0	0	0	
	(260,850)	**(261,508)**	**657**	**(965)**	**(308)**	
Under/(Overspend)	(0)	(1,283)	1,283	0	1,284	

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Chief Executive	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Reasons for material variances
Chief Executive	407	396	11	0	11	Non-essential discretionary spend
Executive Support	332	320	12	0	12	Staff savings
Public Health						
Gross Expenditure	117	112	5	0	5	
Income	(47)	(47)	0	0	0	
	70	65	5	0	5	
Strategy & Policy						
Strategic Policy Unit	1,082	1,059	23	0	23	Non-essential discretionary spend
Economic Development	1,671	1,531	140	0	140	Underspends within Gala Town Centre Project £26k, Inward investment £34k, Business Funding £45k due to businesses not claiming offered grants and non essential discretionary spend £35k.
Housing Strategy & Services	2,812	2,765	47	0	47	Removal of non-essential discretionary spend and hold on recruitment in final quarter.
Audit & Risk	393	393	0	0	0	
Sub-total Strategy & Policy	5,958	5,748	210	0	210	
Finance	3,730	3,605	125	0	125	Non essential discretionary spend and additional recharge income.
Human Resources						
HR	1,521	1,490	31	0	31	Slippage of mediation training (ACAS) to May 2016.
HRSS	815	804	11	0	11	Non-essential discretionary spend and re-alignment of software licencing/maintenance.
Sub-total Human Resources	2,336	2,294	42	0	42	
Business Transformation						
Transformation	803	826	(23)	0	(23)	Increased transformation costs
Information Technology	5,180	5,596	(416)	0	(416)	SWAN pressure resulting from additional fixed Vodafone contract costs which are more expensive due to slippage in migration of sites by Capita
Community Services	4,727	4,678	49	0	49	Non-essential discretionary spend
Health & Safety	299	300	(1)	0	(1)	
Emergency Planning	139	134	5	0	5	

MONTHLY REVENUE MANAGEMENT REPORT SCOTTISH BORDERS COUNCIL 2015/16 CHIEF EXECUTIVE						
Chief Executive	**Final Approved Budget (£'000)**	**Final Outturn Actual (£'000)**	**Variance pre adjustments (£'000)**	**Decrease/(Increase) to Earmarked Balances (£'000)**	**Variance against final adjusted Budget (£'000)**	**Reasons for material variances**

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL   2015/16
CHIEF EXECUTIVE

Chief Executive	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Reasons for material variances
Communications	625	633	(8)	0	(8)	
Democratic Services	1,375	1,307	68	0	68	Underspend in Members costs (£54k), removal of non-essential discretionary spend (£14k).
Sports Trusts	2,338	2,354	(16)	0	(16)	Pressure from revenue consequences of Selkirk 2G pitch.
Sub-total Business Transformation	**15,486**	**15,828**	**(342)**	**0**	**(342)**	
Recharge to Non-General Fund	**(661)**	**(667)**	**6**	**0**	**6**	
Total - Chief Executive	**27,658**	**27,589**	**69**	**0**	**69**	

Key Highlights

The delay in migration of sites within the SWAN project has created a significant overspend in 2015/16. This has been offset by underspends in other areas primarily due to a hold on non essential discretionary spend in the last quarter of the year.

Regeneration projects within Galashiels Town Centre and Selkirk have been supported and the Scottish Borders Business Fund received 43 applications and approved 37 grants valued at £107,960.65 supporting projects with a value of £243,947.02. These projects are forecast to create 43 jobs and safeguard 57.5 jobs with a forecast economic impact of £953,745 GVA.

Community Services has been sucessfully transferred to LIVE borders and will in future years be shown under the heading of Integrated Trusts. The new contract with CGI for ICT services will change how services are delivered within SBC as well as creating jobs within the Borders.

Following internal management changes the following services will move from Chief Executives to the Place department from 2016/17. Housing Strategy & Services, Audit & Risk and Health & Safety will transfer to Regulatory Services and Strategy and Policy will move to Neighbourhood Services. Economic Development will remain in Chief Executives as part of Business Transformation.

Key Challenges

The Chief Executives department has supported the Corporate Transformation programme throughout the year to deliver savings and service improvements across the Council as well as delivering £1.4m of savings of which over £1.2m have been achieved on a permanent basis.

Key Risks

Going forward increasing support will be required by the Corporate Transformation Programme, there is a risk that this as well as the significant savings targets set for the next 5 years will put the Chief Executives department under increasing pressure to deliver more with less resources.

MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL   2015/16
PEOPLE

People	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Reasons for material variances
Children & Young People						
Early Years	5,878	5,645	233	0	233	Savings of £232k, arising from lower than anticipated cost of implementation of increased Early Years provision.
Primary Schools	31,579	31,785	(206)	185	(21)	£185k decrease to DSM carry forwards. Additional supply and sickness costs.
Secondary Schools	39,948	39,794	154	(239)	(85)	£239k increase to DSM carry forwards. Additional staffing costs including supply, sickness and maternity costs.
Central Schools	3,988	3,935	53	0	53	Underspend in legal costs and increased supply staff recharge income.
Transportation	3,595	3,602	(7)	0	(7)	
School Meals	1,813	1,776	37	0	37	School meals uptake variances.
Community Learning & Development	1,100	1,082	18	0	18	Reduced adult tutor costs and discretionary spend savings
Integrated Children's Services (ICS)	26,229	26,019	210	0	210	Lower than anticipated contracted services costs and savings in discretionary spend have delivered a £210k favourable out-turn. During the year increased Out of Area costs and direct payment pressures have been offset by various vacancy management, discretionary spend savings and reduced third party payments and allowances. Out of Area Placements exceeded base budget by £1.32m.
Sub-total Children & Young People	**114,130**	**113,638**	**492**	**(54)**	**438**	
Chief Social Work Officer						
Services in the Criminal Justice System						
Gross Expenditure	1,275	1,275	0	0	0	
Income	(1,275)	(1,275)	0	0	0	
	0	**0**	**0**	**0**	**0**	
Adult Services						
Older People	24,467	24,659	(192)	0	(192)	An increasing demand on the Older People Service continues to put pressure on this budget.
Adults with Learning Disabilities (AWLD)	14,736	14,561	175	0	175	A number of rate changes to commissioned services did not materialise during the year resulting in the underspend reported.
People with Physical Disabilities (PWPD)	3,277	3,249	28	0	28	Community Based Services, which include SDS, came in lower than budget.
People with Mental Health Needs	2,185	2,184	2	0	2	

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People	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Reasons for material variances
Generic Services & Staff Teams	4,828	4,949	(121)	0	(121)	The majority of this adverse variance relates to savings / income initiatives included in the Financial Plan which were delivered temporarily from elsewhere in the Service. Assumes an increased contribution from NHS Borders, aligned to activity, in relation to the Borders Ability and Equipment Store.
Contribution from SB Cares	(480)	(480)	0	0	0	
Adult Services	**49,014**	**49,122**	**(107)**	**0**	**(107)**	
Business Support	3,505	3,442	63	0	63	Reduction in various supplies and services commitments, lower than anticipated car allowances and staff vacancy savings pending the conclusion of the Business Support review.
Total - People	**166,649**	**166,202**	**447**	**(54)**	**393**	

Key Highlights

Provision of 600 hours entitlement for 3 & 4 year olds and eligible 2 year olds rolled out.

Children & Young People & Business Support Transformation Programmes & associated savings on track.

A number of Social Work assessments in the final month of the year generated additional income and there was also a thorough review of every commitment line which resulted in £180k being released from the Learning Disabilities budget.

Key Challenges

Children & Young People have fully identified permanent delivery of 2015/16 Transformation savings.

Funding pressures of Out of Area Placements in the Children & Young People Service continue.

There were a few savings targets which have not been delivered permanently during 2015/16 which have had a direct effect on the projected outturn position. £130k has not been delivered from Equipment charging and a further £48k is outstanding from business review. Plans are being developed in 2016/17 to ensure full year permanent delivery of these savings going forward.

Key Risks

Maintaining teacher numbers to avoid risks to Corporate Funding.

Permanently identifying transformation savings in the context of Scottish Government requirement to maintain teacher numbers.

Care at Home tenders were received and the new rates for existing suppliers become applicable from 16 May 2016. Some of these rate rises are significant. There is also an increased pressure from the need to ensure a living wage is paid to all Social Care staff from 1 October. Ongoing discussions with the NHS with regards the Social Care Fund are crucial to meeting this pressure.

Scottish Borders COUNCIL

Place	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Reasons for material variances
Commercial Services						
Infrastructure Asset Management	2,076	2,016	60	0	60	£24k reduction in discretionary spending items, Street Lighting Electricity savings of £20k and Manpower savings £16k
Pay Parking	(2)	(2)	0	0	0	
Fleet Management	(146)	(232)	86	0	86	Increased turnover and profit margin on dayworks materials £46k, additional income from private parties £17k and reduced material cost on contract vehicle repairs.
Passenger Transport	2,177	2,217	(40)	0	(40)	Known pressure within Bus Subsidies due to reduced income as a result of Borders Railway.
Design Services	53	37	16	0	16	Additional income recharges in final quarter
Projects	75	58	17	0	17	Savings in manpower and feasibility expenditure partially offset by reduced income.
Trading Contribution	(400)	(486)	86	0	86	Improved profit margins and continued strength to the year end in Labour & Plant Accounts together with good control of overheads.
Property & Facilities Management	3,852	3,699	153	0	153	Lower that anticipated food cost % within Catering 124k. Small increases in a number of income sources 16k. Unanticipated Cleaning income from reactive services 24k. Partially offset by increased manpower costs within property.
Sub-total Commercial Services	**7,685**	**7,307**	**378**	**0**	**378**	
Neighbourhood Services						
Customer Services	2,016	2,403	(387)	595	208	The flood grant emarked balance has been reduced to reflect the increased 15/16 spend. Additional income of £102k for Housing Benefit Overpayment Recovery, Penalty Income, Registrars Fees and income from Blue Badges along with savings in manpower and stopping non essential discretionary spend.
Waste	8,780	8,712	68	0	68	Underspend in Leachate and increased income.
Safer Communities	369	369	0	3	3	
Neighbourhoods	12,631	12,474	157	6	163	Savings in manpower costs and improved efficiency in the Langlee Aggregates yard.
Sub-total Neighbourhood Services	**23,796**	**23,958**	**(162)**	**604**	**442**	

Place	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Reasons for material variances
Regulatory Services						
Assessor & Electoral Registration Officer	751	659	92	0	92	Funding received late March to cover additional costs relating to the Individual Electoral Registration. These additional costs had been met predominantly through earmarking from 2014-15 as it was uncertain whether this funding would materialise.
Legal Services	577	517	60	0	60	£30k savings in employee costs, £15k additional income, £9k discretionary spend savings and 6k savings in legal & consultancy costs.
Planning	1,762	1,726	36	0	36	Savings in printing and legal expenses within Policy and Access partially offset by reduced planning fee income
Regulatory Services	1,227	1,220	7	0	7	
Built & Natural Heritage	0	0	0	0	0	
Sub-total Regulatory Services	**4,317**	**4,122**	**195**	**0**	**195**	
Business Support	1,632	1,600	32	0	32	£26k savings in employee costs due to delayed recruitment into new structure & £5k savings in supplies and services.
Total - Place	**37,429**	**36,987**	**443**	**604**	**1,047**	

Key Highlights
Higher than anticipated income in many service areas has contributed to the underspend position. This is demonstrated within SBContracts and Fleet Management with a strong last quarter trading position and increased income in Customer Services. Reduced spend due to the last quarters hold on non essential discretionary spend and the recruitment freeze in preparation of 2016/17 financial plan savings have also contributed towards the underspend position. Increased efficiences within the Catering Department and Langlee Aggregates Yard have also positively impacted on the year end position. The department delivered over £1.7m of savings during the year with over £1.3m being delivered permanently.

Key Challenges
Significant service specific savings within the 2016/17 financial plan in conjunction with the Corporate Transformation Programme will be challenging to deliver in 2016/17. Within this, delivery of the Roads Review, Waste Management strategy and Customer First aswell as the corporate delivery programme including Property & Assets will see the department undergo significant change in the coming years.

Key Risks
Key risks for the department continue to include external factors including the construction market which impacts on SBContracts and Planning Fee income and adverse weather which impacts on Neighbourhood Services, Waste and SBContracts. There is also a potential impact from the railway on future bus income/subsidies. Welfare Reform will also impact on how the temporary housing service is funded and this will depend on the impact of the roll out of Universal credit which is difficult to predict at this point.

Other	Final Approved Budget (£'000)	Final Outturn Actual (£'000)	Variance pre adjustments (£'000)	Decrease/(Increase) to Earmarked Balances (£'000)	Variance against final adjusted Budget (£'000)	Reasons for material variances
Corporate Transformation						
Transformation (Projects)	779	780	(1)	1	0	Reduce EMB to fund additional 2015/16 spend
Sub-total Corporate Transformation	**779**	**780**	**(1)**	**1**	**0**	
Early Retirement/Voluntary Severance	**1,801**	**2,199**	**(398)**	**396**	**(2)**	Reduce EMB to fund 31 March 2016 approved applications
Fairer Scotland	**13**	**9**	**4**	**0**	**4**	Non-essential discretionary spend.
Loan Charges	**18,176**	**18,161**	**15**	**0**	**15**	Favourable interest rates.
Capital Financed from Current Revenue (CFCR)	169	169	0	0	0	
Interest on Revenue Balances IORB	**(10)**	**(31)**	**21**	**0**	**21**	Higher cash balanced resulting in increased interest received
Contribution to Property Maintenance	**2,253**	**2,253**	**0**	**0**	**0**	
Provision for Bad Debts	**325**	**325**	**0**	**0**	**0**	
Housing Benefits						
Gross Expenditure	28,856	29,876	(1,020)	0	(1,020)	
Income	(28,041)	(29,022)	981	0	981	Changing initiatives by the Department of Work and Pensions have affected patterns of spend compared with other years.
	815	854	(39)	0	(39)	
Discretionary Housing Payments						
Gross Expenditure	613	631	(18)	18	0	
Income	(521)	(521)	0	0	0	
	92	110	(18)	18	0	Reduce EMB to fund additional 2015/16 spend. Demand for DHP is affected by customer circumstances and degree of awareness. This has led in 2015/16 to demand being higher than expected.
Council Tax Reduction Scheme	**5,312**	**5,227**	**85**	**0**	**85**	CTRS reductions to 2013/14 and 2014/15 awards. Demand for CTRS is related to customer circumstances and awareness and CT levels. CT levels are static compared to generally increasing income levels which reduces eligibility levels.
Non Domestic rates Relief	**137**	**135**	**2**	**0**	**2**	
Commercial Rents	**(1,187)**	**(1,188)**	**1**	**0**	**1**	
Scottish Welfare Fund	**439**	**444**	**(5)**	**0**	**(5)**	
Total - Other	**29,114**	**29,447**	**(333)**	**415**	**82**	

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MONTHLY REVENUE MANAGEMENT REPORT
SCOTTISH BORDERS COUNCIL   **2015/16**
OTHER

Key Highlights
185 property enquiries were received in 2015/16 which resulted in 35 new property leases which in turn will generate £165k in annual rental income. The current occupancy level is 93% for the portfolio of industrial units, yards, offices and shops.

Key Challenges
Loan charges are dependant on progress with the Capital Plan and borrowing required throughout the year.

Key Risks

SBC (Total) Efficiency Savings Progress £'000

Delivered as per FP, £5,924 , 76%
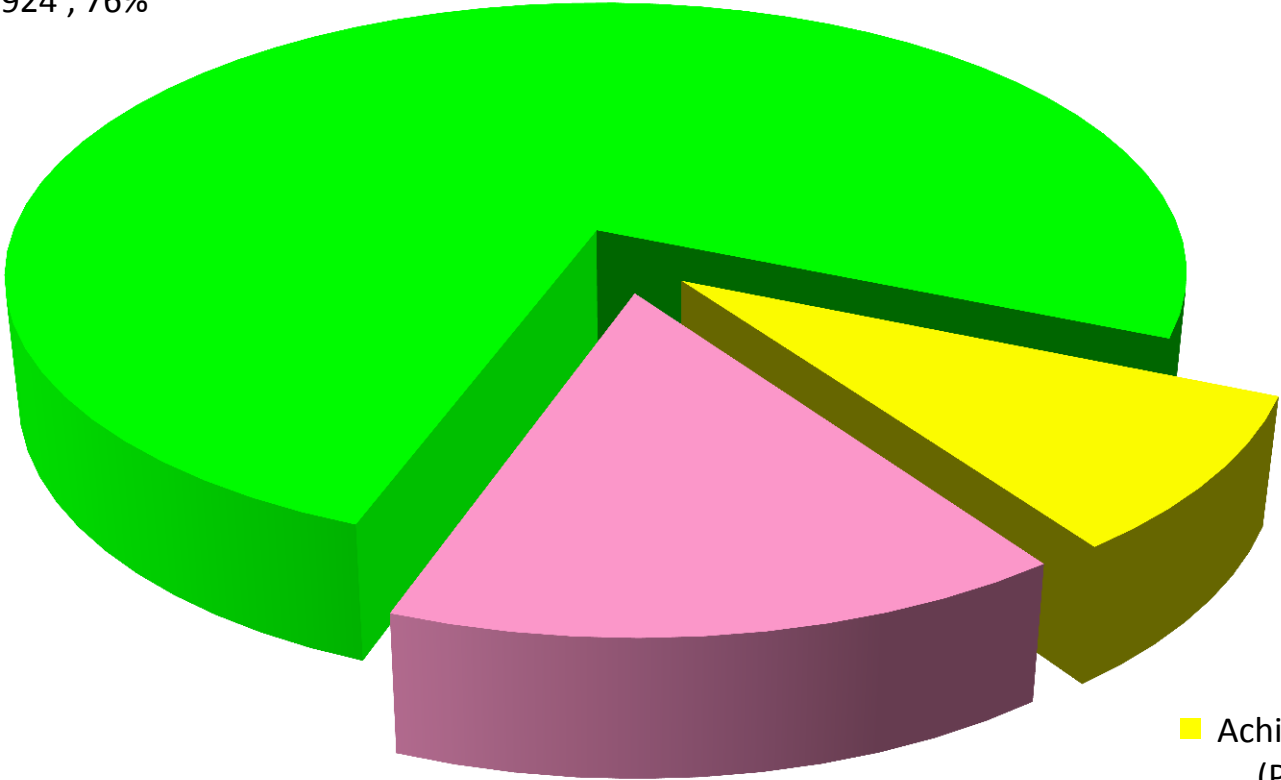
Achieved by alternative (Perm), £696 , 9%

Achieved by alternative (Temp), £1,205 , 15%

FINANCIAL PLAN EFFICIENCY PROGRESS 2015/16

Status		Saving £'000
Delivered as per FP	£	5,924
Profiled to be achieved	£	-
Profiled to be achieved by alternative	£	-
Achieved by alternative (Perm)	£	696
Achieved by alternative (Temp)	£	1,205
		7,825

Chief Executive & Other Efficiency Savings Progress £'000

Delivered as per FP, £1,095 , 76%
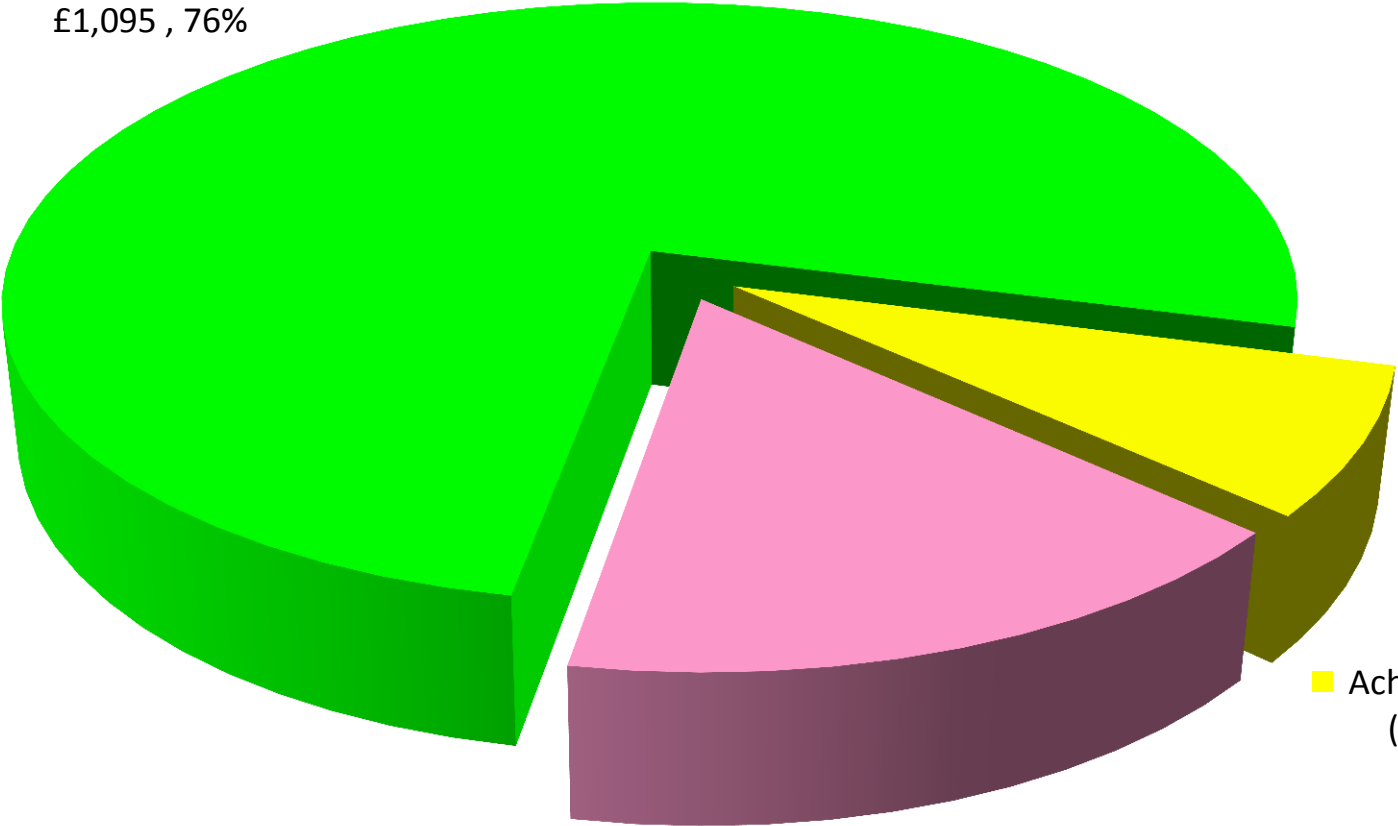
Achieved by alternative (Perm), £110 , 8%

Achieved by alternative (Temp), £231 , 16%

CHIEF EXECUTIVE & OTHER

Savings :	£'000	Delivered as per FP	Profiled to be achieved	Profiled to be achieved by alternative	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
Savings in back office support services	396	334			29	33				Delivered as per FP	£ 1,095
Employee Benefits Strategy	60	45				15				Profiled to be achieved	£ -
Legal & Democratic Services staffing review	16				16					Profiled to be achieved by alternative	£ -
Cultural Services Review	203	47			18	138				Achieved by alternative (Perm)	£ 110
Reduce Management Fee to Sports Trusts	60	60								Achieved by alternative (Temp)	£ 231
Review of Discretionary Spending - CE	25	25								Not Achieved - Risk	£ -
Reduction in heating oil inflation	100	100									1,436
Reduction in external printing costs	35	20				15					
Reduction in printing contract through contract renewal	30					30					
Commercial opportunities and Procurement	100	100									
Savings from Insurance retendering	26	26									
Reduction in road fuel inflation	104	104									
Savings in HRSS	7	7						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Savings in Information Technology	75	75						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Savings in Business Transformation	85	38			47			Saving requirement brought forward from 2014/15 as only met temporarily last year			
Savings in Strategic Policy Unit	1	1						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Savings in Economic Development	1	1						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Savings in Housing Business Support Services	6	6						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Review of Heritage Hub budget (Heart of Hawick)	20	20						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Community asset Transfer (CC's) (2012-13 FYE)	20	20						Saving requirement brought forward from 2013/14 as only met temporarily last year			
Arts development (Prior Yrs NOT Met Permanently)	6	6						Saving requirement brought forward from 2013/14 as only met temporarily last year			
Review of Comm. Serv Management (Prior Yrs NOT Met Permanently)	60	60						Saving requirement brought forward from 2013/14 as only met temporarily last year			
	1,436	1,095	0	0	110	231	0				

People Efficiency Savings Progress £'000

■ Delivered as per FP
£3,682 80%
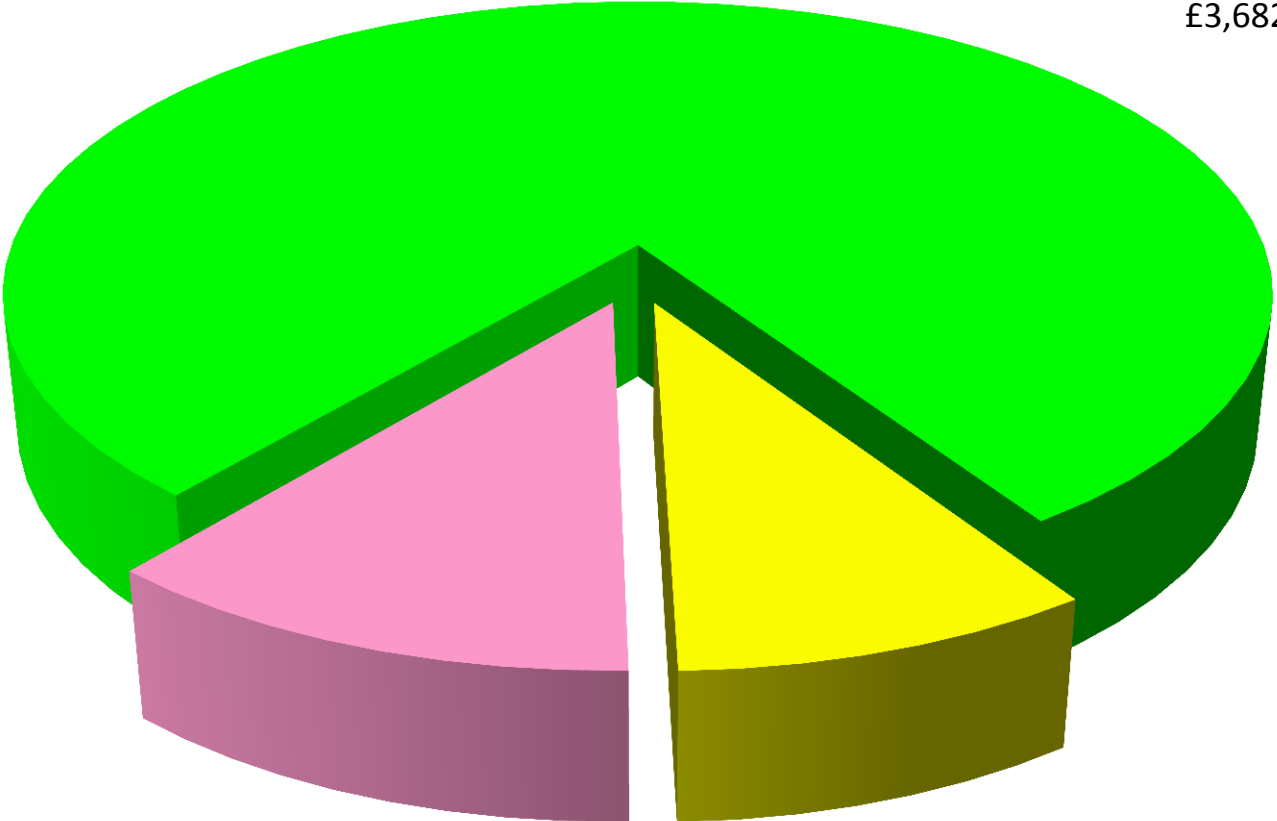
■ Achieved by alternative
means (Temp) £533
11%

■ Achieved by alternative
means (Perm) £412
9%

5

PEOPLE

Savings :	£'000	Delivered as per FP	Profiled to be achieved	Profiled to be achieved by alternative	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment	Perm/Temp	Status	Saving £'000
Review of all Social Work Business Support Services - CYP	107	107								Delivered as per FP £	3,682
Review of all Social Work Business Support Services - Adults	86	38				48		Not achieved in 15/16 - covered elsewhere		Profiled to be achieved £	-
Management & Admin Review of Children & Young People	388	166			132	90				Profiled to be achieved by alter £	-
Pupil Support Review	185	185								Achieved by alternative means £	412
Demographic and Class Composition efficiency savings	1,181	1181								Achieved by alternative means £	533
										(Temp)	
Learning Delivery Framework Review	389	135			254					Not Achieved - Risk £	-
Extend peripatetic Janitor model	25	25									4,627
Review of Curriculum Development budgets	8	8									
Review National Grid for Learning (NGfL) staffing	15	15									
Strategy for Supporting Independence	100					100		£100k for Reablement not achieved in 15/16 - Covered elsewhere			
Strategy and delivery model for the provision of Night Support	25	25									
Review Day Services for Older People	182	80				102		£102k day services review not finalised - £30k covered elsewhere			
Review of Social Care and Health Specialist Support Services	18	18									
Review of Social Care Management	48	48									
Reduce commissioned services from Leadership Group	50	50									
Implementation of Arms-Length Organisation	480	480									
Review of cleaning arrangements in schools	30	30									
Review delivery model for ICS short-term outreach service	30	30									
Reduce commissioned services on client care by 1%	60	60									
Review of Discretionary spending - CYP	50	50									
Primary School Meals	16	16									
Social Work Charging Policy	400	270				130		Equipment charging not implemented			
Reduction in costs of client care packages	250	250									
Bordercare Inflationary Charge	4	4									
Review Provision of Secondary Education	44				26	18		Saving requirement brought forward from 2014/15 as only met temporarily last year			
More efficient use of premises for evening lets (2013-14 Part Year)	14	14						Saving requirement brought forward from 2014/15 as only met temporarily last year			
More efficient use of premises for evening lets (2014-15 Full Year Effect)	55	10				45		Saving requirement brought forward from 2014/15 as only met temporarily last year			
Review cleaning arrangements in Schools	20	20						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Savings from ERVS applications	12	12						Saving requirement brought forward from 2013/14 as only met temporarily last year			
Transportation (2012-13 FYE)	75	75						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Review delivery model for ICS short-term outreach service	35	35						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Reduce self-directed support price point	100	100						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Bring specific AWLD into local provision	7	7						Saving requirement brought forward from 2014/15 as only met temporarily last year			
Review of home care charge taper rate	138	138						Saving requirement brought forward from 2013/14 as only met temporarily last year			
	4,627	**3,682**	**0**	**0**	**412**	**533**	**0**				

Place Efficiency Savings Progress £'000

Delivered as per FP, £1,147 , 65%
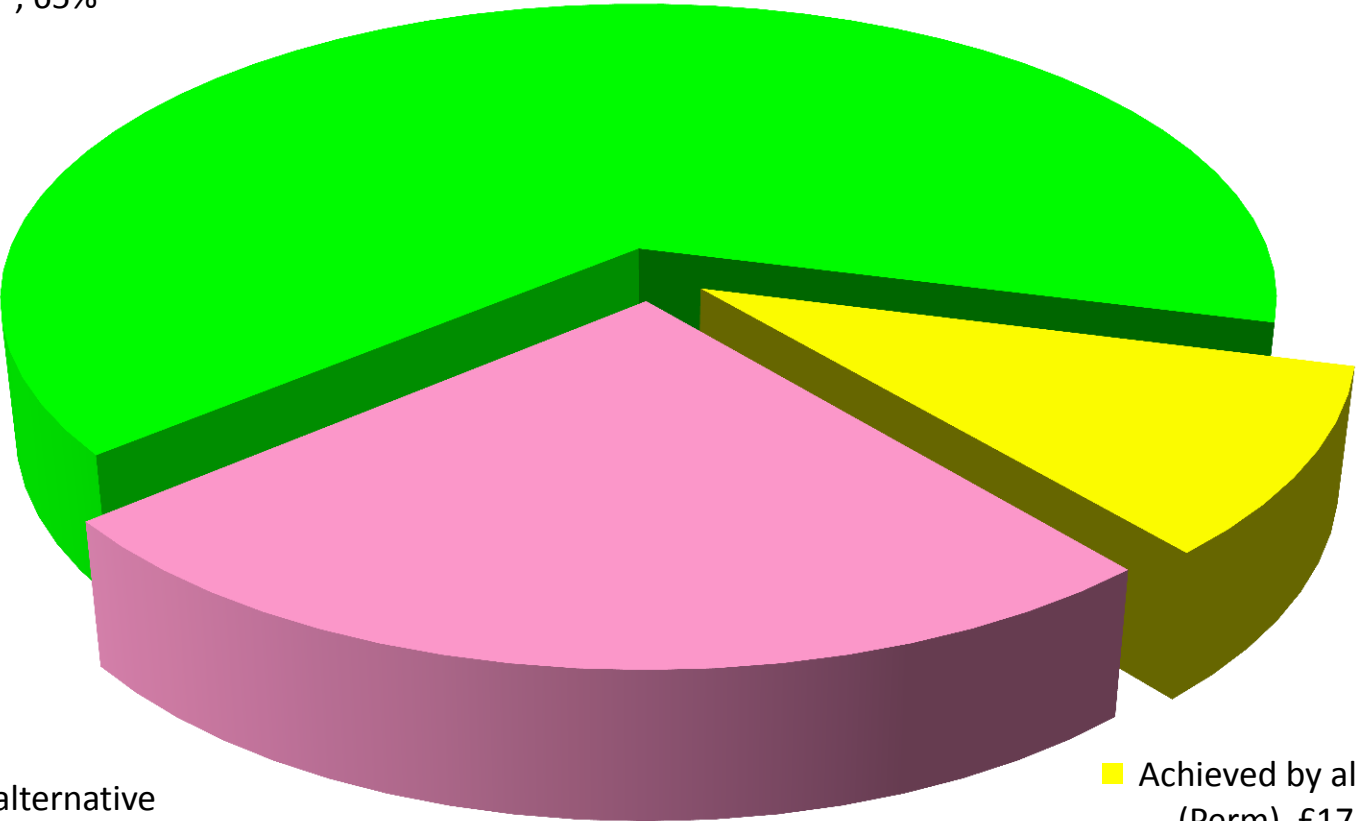
Achieved by alternative (Temp) £441 25%

Achieved by alternative (Perm) £174 10%

FINANCIAL PLAN EFFICIENCY PROGRESS 2015/16

PLACE

Savings :

	£'000	Delivered as per FP	Profiled to be achieved	Profiled to be achieved by alternative	Achieved by alternative (Perm)	Achieved by alternative (Temp)	Not Achieved - Risk	Comment
Assessors service staffing review	19				19			
Review of Place administrative services	150	150						
Savings in Customer Services	32	32						
Restructuring of the Planning service	25	25						
Property rationalisation savings	88				88			
Investment in building energy & thermal efficiency to save utility costs	20	20						
Develop an Integrated Waste Plan	150					150		
Review of Neighbourhood Services	200	8				192		
Review of discretionary spending - Place	68	68						
Review of Street Lighting provision (SLEEP project)	124	124						
Place fees & charges	80	80						
Regulated bus fares	30	30						
Review of Parks & Open Spaces	105	105						Saving requirement brought forward from 2014/15 as only met temporarily last year
Review of Passenger Transport	270	237				33		Saving requirement brought forward from 2014/15 as only met temporarily last year
Savings from rates appeals	65	19				46		
Charge for privilege lifts	12				12			Saving requirement brought forward from 2013/14 as only met temporarily last year
E&I transformation savings	249	249						Saving requirement brought forward from 2013/14 as only met temporarily last year
Additional income from transformation of aggregates	40				40			Saving requirement brought forward from 2013/14 as only met temporarily last year
Savings from rates appeals	20					20		Saving requirement brought forward from 2013/14 as only met temporarily last year
Introduction of charges for pre-planning application advice	15				15			Saving requirement brought forward from 2013/14 as only met temporarily last year
	1,762	1,147	0	0	174	441	0	

Perm/Temp

Status		Saving £'000
Delivered as per FP	£	1,147
Profiled to be achieved	£	-
Profiled to be achieved by alternativ	£	-
Achieved by alternative (Perm)	£	174
Achieved by alternative (Temp)	£	441
Not Achieved - Risk	£	-
		1,762

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BALANCES AT 31 MARCH 2016

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

07 June 2016

1   PURPOSE AND SUMMARY

1.1   **This report provides the Executive Committee with an analysis of the Council's balances as at 31 March 2016.**

1.2   The Council's General Fund useable reserve (non-earmarked) balance is £5.638m at the end of the financial year. The 2015/16 balances are before a series of technical accounting adjustments, the effect of which are expected to be broadly neutral. Adjustments required as a result of the Statutory Audit process will be reported at the conclusion of the Audit. There are a number of areas of potential pressures identified for 2016/17 which, if not addressed during the financial year, may require the drawdown of further resources from the useable reserve.

1.3   The total of all useable balances, excluding developer contributions, at 31 March 2016 is £29.910m compared to £26.536m at 31 March 2015. It should be noted that the 2015/16 figures include £12.720m of balances earmarked for use in 2016/17 and future years (2014/15 £7.492m of balances earmarked for use in 2015/16 and future years).

2   RECOMMENDATIONS

2.1   **It is recommended that the Executive Committee:**

(a)   **Notes the revenue balances as at 31 March 2016 as per Appendices 1 & 2 including movement in the Allocated Reserve since the last reporting period; and**

(b)   **Notes the balance in the Capital Fund as per Appendix 3.**

3 ACCOUNTS AND FUNDS OPERATED BY THE COUNCIL

3.1 Income and expenditure relating to the Council's services are accounted for and financed through the following funds (as required or permitted by statute):

(a) General Fund

(b) Corporate Property Repairs & Renewals Fund

(c) Insurance Fund

(d) Plant & Vehicles renewals Fund

(e) Capital Fund

3.2 The unaudited balances on these Funds represent the Council's useable reserves which at the 31 March 2016, is as follows:

BALANCES	2014/15 £m	2015/16 £m
Earmarked Balances (non DSM)	5.771	10.814
Earmarked Balances (DSM)	1.721	1.906
Allocated Balances	3.117	3.721
Revenue (Unallocated Reserve)	7.159	5.638
Corporate Property Repairs & Renewals Fund	0.039	0.102
Insurance Fund	1.314	1.321
Plant & Vehicles Renewals Fund	5.646	5.017
Capital Fund (exc. Developer Contributions)	1.769	1.391
	26.536	**29.910**

3.3 The balances shown above are before a series of technical adjustments which are required to reflect international accounting requirements. These adjustments are expected to be broadly neutral in terms of the final balances and will be confirmed following finalisation of the Council's statutory accounts.

4 BALANCES AT 31 MARCH 2016

4.1 Appendix 1 summarises the projected transactions and resultant balances at 31 March 2016 on the General Fund and Appendix 2 shows the projected non-General Fund balances. The net effect is the useable General Fund balance after earmarked funds and allocated reserves is £5.638m at 31 March 2016.

4.2   During 2015/16 General Fund reserves have been adjusted as follows:

	Increase / (Draw down) £	Executive Committee Reporting
Opening 2015/16 balance	**8.121m**	
Draw down for changes in legislation and provider market for care services	(0.307m)	August 2015
Additional income from Heritable	0.201m	November 2015
Transfer income from Heritable to allocated reserves for ERVS	(0.201m)	November 2015
Use funding through review of bad debt provision for ERVS	(0.938m)	November 2015
Agreed HMRC settlement	(0.049m)	February 2016
Impact of 0.5% pay award and increase in living wage	(0.679m)	February 2016
Transfer to Allocated Reserves for the contribution to the Bellwin Scheme	(0.509m)	February 2016
Total adjustments in year	**(2.482m)**	
Balance at 31st March 2016	**5.638m**	

4.3   The Corporate Financial Risk Register was considered at the Council Meeting on 11 February 2016 and identifies potential risks which include failure to control budgets within approved limits, severe weather events, the economic downturn, potential contractual claims and unplanned emergencies. The accumulated financial risk in the Risk Register is assessed to be at £11.527m and the projected useable General Fund balance, at £5.638m, is sufficient to cover 49% of risks identified at that time. £5.638m is the recommended level of General Fund Reserve identified in the Financial Strategy approved by Council on 12 February 2016. The general fund reserve will continue to be monitored through the Corporate Financial Risk Register on a regular basis.

4.4   It was reported in the February 2016 monitoring that during 2015/16 allocated reserves of £0.699m had been released to support the 2015/16 revenue budget. The changes to the Allocated Balances since the last reporting are shown in the table below and comprise:

(a)   The balances were increased by £1.139m to support ER/VS, this balance was subsequently amended to transfer part of this balance into an Allocated Reserve to support IT Transformation (£0.600m);

(b)   The balances were increased by £0.509m to cover the Council share of the Bellwin claim (0.2% of the Council's net budget) and subsequently released into the 2015/16 revenue account;

(c)   Funding was released to fund a Municipal Mutual invoice for £0.032m;

(d)   £0.018m was released to fund CFCR;

(e)   £0.048m was been released to fund SB Cares PVG checks.

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4.5   Allocated Balances as at the 31 March 2016 are £3.721m as follows:

ALLOCATED BALANCES	31st March 2015 £m	Increase during 2015/16 £m	Released during 2015/16 £m	31st March 2016 £m
Winter maintenance	0.650	0	0	0.650
Road repairs (pot holes)	0.100	0	(0.100)	0
Children's Placements Financial Plan	0.650	0	(0.380)	0.270
General Financial Plan	0.450	0	(0.128)	0.322
CFCR continuing from 2013/14	0.345	0	0	0.345
CFCRs not yet applied to capital 2014/15	0.262	0	(0.018)	0.244
Project funding from Police & Fire reserves	0.122	0	(0.091)	0.031
Municipal Mutual	0.400	0	(0.032)	0.368
SB Cares (PVG checks)	0.100	0	(0.048)	0.052
Approved contribution to Energy Efficiency & Change Fund	0.300	0	0	0.300
ER/VS	0	0.539	0	0.539
IT transformation	0	0.600	0	0.600
Bellwin Scheme claim allocated and released in 2015/16	0	0.509	(0.509)	0
Total	**3.379**	**1.648**	**(1.306)**	**3.721**

4.6   Appendix 3 details the balances currently held in the Capital Fund. These balances are temporarily held in the Loans Fund and will attract interest at the end of the financial year. The Fund can only be used for capital purposes or to repay external debt.

5   IMPLICATIONS

5.1   **Financial**

There are no financial implications beyond those contained in the report and appendices.

5.2 **Risk and Mitigations**

The major risks associated with this report are that the level of projected balances proves to be inaccurate and/or insufficient. Service budget pressures (as identified in the General Fund Revenue Monitoring report) plus unexpected liabilities are the most likely sources of pressure on reserves. These risks are being managed through regular monitoring of financial activity in all funds of the Council, including regular revenue and capital budgetary control reports to the Executive Committee. In addition the Corporate Financial Risk Register is regularly reviewed by senior Finance staff and is considered by the Executive Committee at regular intervals.

5.3 **Equalities**

There are no adverse equality issues arising from the report.

5.4 **Acting Sustainably**

There are no economic, social or environmental effects associated with this report.

5.5 **Carbon Management**

There are no effects on carbon emissions associated with this report.

5.6 **Rural Proofing**

This report does not relate to a new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

5.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to the Schemes of Administration or Delegation as a result of this report.

6 CONSULTATION

6.1 The Corporate Management Team, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council have been consulted and any comments have been reflected in the report.

Approved by

David Robertson
Chief Financial Officer   **Signature** …………………………………..

Author(s)

Suzy Douglas	Financial Services Manager 01835 824000 X5881

Background Papers:
Previous Minute Reference:

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Treasury & Capital Team can also give information on other language translations as well as providing additional copies.

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SCOTTISH BORDERS COUNCIL

GENERAL FUND BALANCES AT 31 MARCH 2016

	GENERAL FUND £'000's	GENERAL FUND (DSM) £'000's	GENERAL FUND (EAR-MARKED) £'000's	ALLOCATED RESERVES £'000's	TOTAL £'000's
Balance at 1 April 2015	**8,121**	**1,721**	**5,771**	**3,379**	**18,991**
Projected Income (RSG, NDR, Council Tax)	264,397				**264,397**
Projected Net Revenue Expenditure	-260,227				**-260,227**
Earmarked Balances from previous year	5,959	-1,721	-4,237		**0**
Earmarked Balances to future years	-11,187	1,906	9,281		**0**
Funding allocated Financial Plan Revenue	508			-508	**0**
Committed Project spend from returned Police & Fire Reserves	91			-91	**0**
Provision for Roads Maintenance	100			-100	**0**
Changes in legislation/provider market for care services	307				**307**
Draw down of balances for changes in legislation/provider market for care services	-307				**-307**
Additional income from Heritable	201				**201**
Income from Heritable to allocated reserve for ERVS	-201			201	**0**
Write back review of bad debt provision to allocated reserve for ERVS	-338			338	**0**
Write back review of bad debt provision to allocated reserve for IT Transformation	-600			600	**0**
Agreed HMRC settlement	49				**49**
Drawdown of balances for agreed HMRC settlement	-49				**-49**
Impact of 0.5% pay award and increase in living wage	679				**679**
Drawdown of balances for impact of 0.5% pay award and increase in living wage	-679				**-679**
Drawdown of balances for Council's contribution towards Bellwin Scheme claim	-509			509	**0**
Reversal of CFCR (Sir Walter Scott)	18			-18	**0**
Municipal Mutual	32			-32	**0**
SB Cares PVG checks / residential care home uplift SB Cares	48			-48	**0**
Council's contribution towards Bellwin Scheme claim	509			-509	**0**
Adjustment for 2015/16 provisional outturn	-1,284				**-1,284**
Projected Balance at 31 March 2016	**5,638**	**1,906**	**10,814**	**3,721**	**22,079**

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SCOTTISH BORDERS COUNCIL

REVENUE FUND BALANCES AT 31 MARCH 2016

(EXCLUDING GENERAL FUND)

	CORPORATE PROPERTY REPAIRS & RENEWALS FUND £'000's	PLANT & VEHICLES RENEWAL FUND £'000's	INSURANCE FUND £'000's	TOTAL £'000's
Balance at 1 April 2015	39	5,783	1,314	**7,136**
Projected Income	2,253	2,638	1,642	**6,533**
	2,292	8,421	2,956	**13,669**
Projected Expenditure	2,190	3,404	1,635	**7,229**
Contribution to Reserves				-
Transfer to/from General Fund				-
Projected Balance at 31 March 2016	**102**	**5,017**	**1,321**	**6,440**

Appendix 2 - Projected Balances as at 31-03-16 (Outturn)

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SUMMARY OF CAPITAL FUND

	Balance as at 31/03/15 £'000	Balance as at 31/03/16 £'000
DEVELOPER CONTRIBUTIONS		
Waverley Railway	911	11
Technical Services	144	253
Education & Lifelong Learning	1,533	1,926
Planning & Economic Development	-	8
Social Work - Affordable Housing	385	524
Accrued Interest	561	594
Sub Total Developer Contributions	**3,534**	**3,316**
Capital Receipts	**1,769**	**1,391**
Total	**5,303**	**4,707**

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CAPITAL FINANCIAL PLAN 2015/16 – FINAL UNAUDITED OUTTURN

Report by Chief Financial Officer

EXECUTIVE COMMITTEE

7 June 2016

1 PURPOSE AND SUMMARY

1.1 **This report provides the Executive Committee with a statement comparing the final capital outturn for 2015/16 with the final budget for the year and identifies the main reasons for any significant variations.**

1.2 The final capital outturn statement for 2015/16 is included at Appendix 1 and includes reasons that have been identified by the Project Managers and Budget Holders for the variances to the final approved budget. This identifies an outturn expenditure of £44.953m which is £2.956m below the final revised budget of £47.909m.

1.3 The chart in paragraph 4.6 demonstrates that there has been an increase in the cumulative net movement between 2015/16 and future financial years compared to the previous financial year.

2 RECOMMENDATIONS

2.1 **It is recommended that the Executive Committee:**

   (a) **Agrees the final outturn statement in Appendix 1;**

   (b) **Notes the adjustments to funding in Appendix 1;**

   (c) **Notes the final block allocations in Appendix 2; and**

   (d) **Notes that the results will inform the capital planning, monitoring and control processes for the current (and future) years.**

3   BACKGROUND

3.1   The Council approved the original Capital Financial Plan for 2015/16 on 12 February 2015 and detailed budgetary control reports were presented to the Executive Committee in September and November 2015 and February 2016.

3.2   The monitoring reports contained actual expenditure to date, together with the latest budget and projected outturn. The resultant variances were then analysed between in-year variances (i.e. timing issues) and overall project savings or overspends. Comments were provided for material variances. The variances at 31 March 2016 will adjust the 2016/17 budget in line with the Financial Regulations.

3.3   The table below shows the movements in the resources of the Capital Plan since the last monitoring report to the Executive Committee on 16 February 2016:

	£000s
Capital Plan 2015/16 as Approved Executive Committee 16 February 2016	**47,809**
Revenue funding for capital expenditure (CFCR)	100
Revised Capital Plan 2015/16	**47,909**

3.4   To complete the annual cycle of reporting this report compares the final budget for the year with the final, but as yet unaudited, outturn.

4   FINAL OUTTURN STATEMENT

4.1   Appendix 1 to this report contains the final outturn statement for the Capital Financial Plan for 2015/16 for each of the departments in the Plan with the actual expenditure to 31 March 2016. The latest approved budget includes all approvals made up to and including 31 March 2016.

4.2   The final outturn shows a net variance of £2.956m against the current approved budget, of which the expenditure movements between financial years is £2.182m. This makes the total net movement between 2015/16 and future financial years £12.198m (21% of total budget). See the chart in paragraph 4.6 below.

4.3   As a result of the £2.182m of net budget movement between years identified in the programme (see Appendix 1), the estimated borrowing element of the capital financing for 2015/16 has been reduced. This will have a short term revenue benefit for the Council due to the delay of statutory capital repayments through the revenue account and any interest payments on external borrowing.

4.4   Key highlights from variances in Appendix 1 are:

(a) **Transport Interchange**

   (i) The demolition works for the old bus station could not be undertaken before 31 March due to delays with utility disconnections, resulting in a timing movement of £0.118m.

   (ii) A change in the eligible expenditure criteria for external funding and items not reaching defrayal before project financial close has resulted in the total grant receivable for the project being reduced by £0.251m. This is being funded as follows while discussions continue between senior officers at Scottish Government regarding the funding of this project:

	£000s
Reduction in external grant receivable	(251)
Funded by:	
Emergency and Unplanned Schemes	242
Borrowing	9

(b) **General Roads and Bridges Block**

A number of projects have been delayed due to the priority given to works following the severe winter storms, resulting in a timing movement of £0.310m to 2016/17.

(c) **Selkirk Traffic Management Scheme**

Scheme solution negotiations are still ongoing with members and community representatives, resulting in a timing movement of £0.101m to 2016/17.

(d) **Selkirk Flood Protection**

Main works contract progress better than latest profile, resulting in a forward timing movement to 2015/16 of £0.411m.

(e) **CRC – Improved Skip Infrastructure**

The project at Eshiels has been delayed due to prioritisation of works following the severe winter storms and works at Hawick are still be completed, resulting in a timing movement of £0.152m to 2016/17.

(f) **HQ Main Office Block**

On-site works have progressed better than estimated by contractor, resulting in a forward timing movement to 2015/16 of £0.160m.

(g) **Duns Primary School & Locality Support Centre**

Contractor on-site progress is behind schedule and current programme. An updated programme and mitigation schedule is being sought to ensure the overall project completion remains on target. This has resulted in a timing movement of £0.472m to 2016/17.

(h) **Kelso High School**

Off-site works started later than anticipated, resulting in a timing movement of £0.173m to 2016/17.

(i) **Wilton Lodge Park**

Due to a requirement for extensive value engineering, the café and bridge contract was not awarded before the end of the financial year. The outdoor education area works start date is also delayed due to material lead times. This has resulted in a timing movement of £0.197m to 2016/17.

(j) **Borders Railway Stations**

A number of completion works are still outstanding, including the installation of touchscreens, resulting in a timing movement of £0.102m to 2016/17.

4.5 **Emergency & Unplanned Schemes**

The table below provides an update on the position for Emergency & Unplanned Schemes:

	£000s
Budget per Capital Financial Plan monitoring report, Executive 16 February 2016	**125**
Galashiels Flood Protection - saving	81
Dunion Landfill Gas Management - saving	2
Office Accommodation Transformation Block	8
Stow PS Accommodation Works - in year saving	16
Eyemouth Seafood Technology Park - saving	5
LUPS Strategic Business Land - saving	16
Allocation to fund shortfall in external grant for Transport Interchange	(242)
Allocation to Kelso Recycling Centre	(9)
Allocation to Clovenfords Primary School	(2)
Out-turn Balance	**0**

4.6 Timing movements from 2015/16 have slightly increased compared to the immediate preceding year, as shown in the table below.

Capital Timing Movement 2008/09 to 2015/16

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Place	18.25%	6.58%	11.60%	7.67%	18.96%	10.14%	7.37%	-6.13%
People	46.19%	18.93%	29.53%	20.27%	32.99%	13.88%	26.40%	15.76%
Chief Executive	48.06%	20.20%	30.89%	22.05%	35.37%	14.75%	24.09%	21.07%
Other	48.17%	21.53%	32.11%	22.25%	35.42%	14.80%	24.09%	21.07%
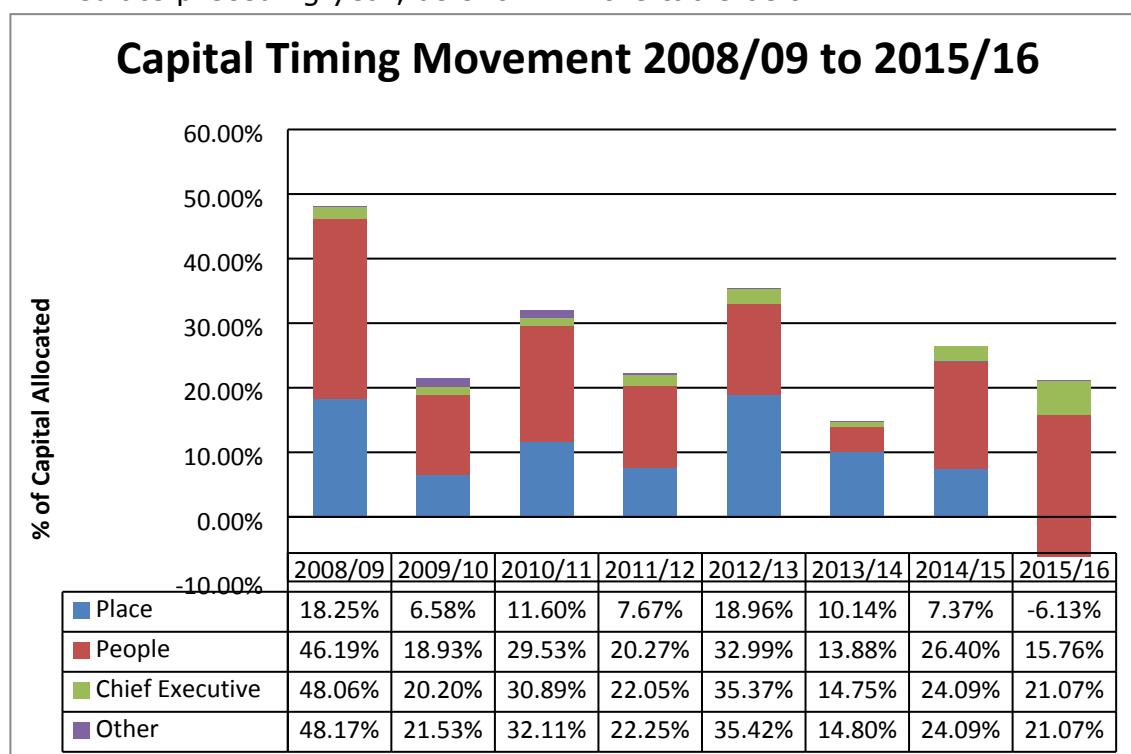
4.7 The main items which have impacted on the overall 2015/16 timing movement to future years are:

(a) Selkirk Flood Protection (forward timing movement)

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(b)   Duns Primary School

(c)   Early Learning and Childcare

(d)   Peebles 3G Synthetic Pitch

4.8   The circumstances for the requirement to re-profile project budgets have been reported to Committee throughout the year and, in some circumstances, been outwith the control of the Council.

5   IMPLICATIONS

5.1   **Financial**

There are no financial implications beyond those contained in the report and Appendix 1.

5.2   **Risk and Mitigations**

There is a small risk that the final outturn may change as the quality assurance and external audit continues on the final accounts for 2015/16.

5.3   **Equalities**

No Equalities Impact Assessment has been carried out in relation to the contents of this report; it is, however, expected that for individual projects this work will have been undertaken by the relevant project manager/ budget holder prior to budget being approved.

5.4   **Acting Sustainably**

There are no direct economic, social or environmental issues with this report although there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

5.5   **Carbon Management**

There are no direct carbon emissions impacts as a result of this monitoring report; however, there may be within individual projects and these will be identified and addressed as appropriate as part of their specific governance arrangements.

5.6   **Rural Proofing**

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

5.7   **Changes to Scheme of Administration or Scheme of Delegation**

No changes to the Scheme of Administration or Delegation are required as a result of this report.

6   CONSULTATION

6.1   The Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR, the Clerk to the Council and the Service Director Assets and Infrastructure have been consulted in the preparation of this report and any comments received on the report have been incorporated into the report.

Approved by

David Robertson
Chief Financial Officer

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Author(s)

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Background Papers: n/a
Previous Minute Reference: n/a

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. The Capital and Investments Team can also give information on other language translations as well as providing additional copies.

Contact us at Capital and investments Team, Council HQ, treasuryteam@scotborders.gov.uk, 01835 825249

Scottish Borders Council
Capital Financial Plan 2015/16

SUMMARY

	Actual to 31/03/16	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement
	£000	£000	£000	£000	£000
PLACE					
Looking after the Borders					
Galashiels Developments	1,611	1,718	(107)	(107)	0
Road & Bridge Infrastructure	5,063	5,555	(492)	(483)	(9)
Lighting Infrastructure	1,633	1,706	(73)	(73)	0
Cycling, Walking & Safety Infrastructure	559	666	(107)	(85)	(22)
Flood Protection Infrastructure	17,870	17,584	286	367	(81)
Waste Management Infrastructure	1,262	1,515	(253)	(259)	6
Other	412	286	126	125	1
	28,410	29,030	(620)	(515)	(105)
Business Process Transformation					
Property Asset Programme	1,345	1,306	39	39	0
Other Property	625	761	(136)	(73)	(63)
Investment in Plant & Vehicles	3,282	3,734	(452)	(25)	(427)
Other	56	74	(18)	(18)	0
	5,308	5,875	(567)	(77)	(490)
Total Place	**33,718**	**34,905**	**(1,187)**	**(592)**	**(595)**
PEOPLE					
Looking after the Borders					
School Infrastructure	5,762	6,557	(795)	(780)	(15)
Social Care Infrastructure	420	536	(116)	(116)	0
	6,182	7,093	(911)	(896)	(15)
Business Process Transformation					
School Infrastructure	853	898	(45)	(45)	0
Social Care Infrastructure	31	114	(83)	(83)	0
	884	1,012	(128)	(128)	0
Total People	**7,066**	**8,105**	**(1,039)**	**(1,024)**	**(15)**
CHIEF EXECUTIVE					
Looking after the Borders					
Heritage & Cultural Infrastructure	827	1,126	(299)	(299)	0
Sports Infrastructure	1,042	1,040	2	2	0
Economic & Regeneration Infrastructure	1,081	1,317	(236)	(197)	(39)
Housing Infrastructure	375	376	(1)	(1)	0
	3,325	3,859	(534)	(495)	(39)
Business Process Transformation					
IT Infrastructure	844	915	(71)	(71)	0
	844	915	(71)	(71)	0
Total Chief Executive	**4,169**	**4,774**	**(605)**	**(566)**	**(39)**
Emergency & Unplanned Schemes	0	125	(125)	0	(125)
TOTAL CAPITAL PLAN	**44,953**	**47,909**	**(2,956)**	**(2,182)**	**(774)**

Scottish Borders Council - Capital Financial Plan 2015/16

PLACE	R A G	2015/16				
		Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	

Looking after the Borders

	R A G	Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Galashiels Developments							
GIRR4	G	2	2	0	0	0	
GIRR 5	A	36	25	11	11	0	Project design progressing. Timing movement required from 2016/17.
Transport Interchange	A	1,573	1,691	(118)	(118)	0	A timing movement is required to complete demolition and reinstatement works.
		1,611	1,718	(107)	(107)	0	
Road & Bridge Infrastructure							
General Roads and Bridges Block	A	4,369	4,675	(306)	(310)	4	A small saving has been identified within the Bongate scheme will be returned to the block. A timing movement circa 7% of the overall budget required to 2016/17 due to Bellwin works taking priority.
A72 Dirtpot Corner - Traffic Management	A	82	86	(4)	(4)	0	A timing movement is required to 2016/17.
A72 Neidpath Corner - Traffic Management	A	201	199	2	0	2	Reallocation of general roads block required to cover additional costs incurred.
A72 Neidpath Wall Repairs	G	150	150	0	0	0	
Selkirk Traffic Management Scheme	A	0	101	(101)	(101)	0	Ongoing negotiations with members of the community and local members in respect of finding an appropriate solution have resulted in a timing movement being required.
Selkirk Town Centre (Streetscape works)	A	13	10	3	3	0	A timing movement is required as a result of an acceleration in design works.
Union Chain Bridge	A	5	50	(45)	(45)	0	A timing movement is required to 2016/17.
Bongate Mill Industrial Area (Roads)	A	70	76	(6)	0	(6)	A small saving has been identified which will be returned to the roads block.
Kelso Town Traffic Management Scheme	A	13	20	(7)	(7)	0	Finishing works to be undertaken in 2016/17 for signage.
Engineering Minor Works	A	160	188	(28)	(19)	(9)	1 scheme delayed until 2016/17 due to reallocation of resources to emergency flood works. Gross down of externally funded budget due to works being less than anticipated.
		5,063	5,555	(492)	(483)	(9)	

PLACE	R A G	2015/16					
		Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Lighting Infrastructure							
General Lighting Block	A	183	200	(17)	(17)	0	Reallocation of block required and timing movement required to 2016/17 for delivery for Elibank Clovenfords.
Energy Efficient Street Lighting	A	1,450	1,506	(56)	(56)	0	A timing movement is required to 2016/17.
		1,633	1,706	(73)	(73)	0	
Cycling, Walking & Safety Infrastructure							
Accident Investigation Prevention Sch Block	A	54	46	8	8	0	A timing movement is required from 2016/17 to cover additional costs incurred in 2015/16.
Cycling, Walking & Safer Streets	G	191	191	0	0	0	
Railway Black Path	A	276	339	(63)	(47)	(16)	Reallocation of block required and a timing movement will be required to 2016/17. Gross down of external funding.
Innerleithen - Walkerburn - Shared Access Route	G	38	50	(12)	(6)	(6)	Gross down of external grant and small timing movement to 2016/17.
Tweedbank Traffic Calming	A	0	40	(40)	(40)	0	Ongoing monitoring of traffic situation since the completion of the Borders Railway. A timing movement is required to 2016/17 to allow adequate monitoring time.
		559	666	(107)	(85)	(22)	

Scottish Borders Council - Capital Financial Plan 2015/16

PLACE	R A G	Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Looking after the Borders (continued)							
Flood Protection Infrastructure							
Galashiels Flood Protection	A	36	167	(131)	(50)	(81)	Operation 1 to be undertaken in 2016/17, resulting in timing movement. Saving achieved on budget, return of additional funding to Emergency & Unplanned Schemes.
Selkirk Flood Protection	A	16,511	16,100	411	411	0	Scheme progressing well. Timing movement required from 2016/17.
Hawick Flood Protection	A	460	384	76	76	0	Outline design and consultation meetings progressing, resulting in a need to clawback part of an earlier timing movement. Timing movement required from 2016/17.
Jedburgh Flood Protection	A	407	437	(30)	(30)	0	Culvert works to be carried out in late Spring, requiring timing movement to 2016/17.
General Flood Protection Block	A	456	496	(40)	(40)	0	Reallocation within block and minor timing movement to 2016/17.
		17,870	**17,584**	**286**	**367**	**(81)**	
Waste Management Infrastructure							
Easter Langlee Cell Provision	A	310	346	(36)	(36)	0	A timing movement is required to 2016/17.
Food Waste Collections	A	92	103	(11)	(11)	0	A timing movement is required to 2016/17.
Waste Containers	G	42	42	0	0	0	
Easter Langlee Leachate Management Facility	A	36	54	(18)	(18)	0	A timing movement is required to 2016/17.
CRC - Improved Skip Infrastructure	A	299	451	(152)	(152)	0	A timing movement will be required to cover professional fees & finishing works in 2016/17 for Hawick and a timing movement required for Eshiels due to resources being allocated to deal with the emergency flood works.
CRC - Enhancements	G	34	35	(1)	(1)	0	
Waste Transfer Stations Health & Safety Works	G	0	0	0	0	0	
Dunion Landfill Gas Management	A	3	9	(6)	0	(6)	Savings identified to cover costs incurred at Prestoncleugh (£4k) with remainder being transferred to Emergency and Unplanned.
Prestoncleugh Landfill Gas Management	A	27	23	4	0	4	Budget pressure to be covered by small saving identified at Dunion
Easter Langlee Cell 3 Leachate Pumping System	A	3	35	(32)	(32)	0	Timing movement required due to compressor not procured in 2015/16. Electrical connections now in place.
Kelso Recycling Centre	A	351	343	8	0	8	Budget pressure due to an extension of time claim from the main contractor. To be funded from Emergency and Unplanned.
Waste Transfer Station	A	42	51	(9)	(9)	0	A timing movement required to 2016/17.
CCTV Community Recycling Centres	G	1	1	0	0	0	
Capital Funded through Revenue	G	22	22	0	0	0	
		1,262	**1,515**	**(253)**	**(259)**	**6**	

PLACE

	RAG	2015/16					
		Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Other							
Play Facilities	A	79	88	(9)	(9)	0	A timing movement is required to 2016/17 for completion works of Gibson Park Play Area.
Bannerfield Play Area	A	0	3	(3)	(3)	0	A timing movement is required to allow for seasonal planting.
Clovenfords Play Park	G	34	35	(1)	(1)	0	A timing movement is required to allow for seasonal planting.
Cemetery Land Acq & Development Block	A	3	5	(2)	(2)	0	A timing movement is required to 2016/17.
HQ Main Office Block	A	259	99	160	160	0	Timing movement required due to project being ahead of schedule
Contaminated Land Block	A	37	56	(19)	(20)	1	Timing movements required due to delays in progress of project.
		412	**286**	**126**	**125**	**1**	

Scottish Borders Council - Capital Financial Plan 2015/16

PLACE	R A G	2015/16 Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Business Process Transformation							
Property Asset Programme							
Structure/H&S Works Block	A	378	383	(5)	0	(5)	Reallocation within block and Programme.
Asbestos Management Block	G	16	21	(5)	(6)	1	Reallocation within block and Programme. Timing movement required to 2016/17.
Building Systems Efficiency Upgrades Block	A	181	191	(10)	(2)	(8)	Reallocation within block and Programme. Timing movement required to 2016/17.
Electrical Infrastructure Upgrades Block	A	176	156	20	0	20	Reallocation within block and Programme.
Fixed Assets	G	16	22	(6)	0	(6)	Reallocation within block and Programme. Timing movement required to 2016/17.
Building Thermal Efficiency Upgrades Block	G	256	258	(2)	0	(2)	Reallocation within block and Programme. Timing movement required to 2016/17.
Energy Efficiency Projects	G	322	275	47	47	0	Boiler optimiser installations quicker than anticipated, timing movement required from 2016/17.
		1,345	**1,306**	**39**	**39**	**0**	
Other Property							
Demolition & Site Preparation Block	A	339	353	(14)	(14)	0	A timing movement is required to 2016/17 to cover the costs of works that cannot be undertaken in 2015/16 due to seasonal requirements.
Cleaning Equipment Replacement Block	G	67	68	(1)	(1)	0	A timing movement is required to 2016/17 .
Combined Depot Enhancements	A	140	204	(64)	(64)	0	Delay with external works at Easter Langlee and Wheatlands Road Depot has resulted in the requirement for a timing movement to 2016/17.
Office Accommodation Transformation Block	A	79	136	(57)	6	(63)	Timing movement due to overspend on projects. Gross down of budget due to change of funding arrangements for East End , Earlston (£55k). Return of funds to Emergency & Unplanned Schemes (£8k) as Earlston project less than anticipated.
		625	**761**	**(136)**	**(73)**	**(63)**	
Investment in Plant & Vehicles							
Waste Collection Vehicles - Non P&V Fund	G	899	899	0	0	0	
Plant & Vehicle Replacement - P&V Fund	A	2,311	2,761	(450)	(25)	(425)	Budget adjusted in year to reflect actual deliveries to 31st March.
Other Fleet	G	72	74	(2)	0	(2)	
		3,282	**3,734**	**(452)**	**(25)**	**(427)**	
Other							
Drainage - Parks & Open Spaces Block	A	36	51	(15)	(15)	0	Completion on some sites did not occur due to the inclement weather resulting in timing movement to 2016/17.

PLACE	R A G	2015/16				
		Actual to 31/03/16	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement
		£000	£000	£000	£000	£000
Additional Drainage in Parks and Open Spaces	A	20	23	(3)	(3)	0
		56	74	(18)	(18)	0
TOTAL PLACE		15,848	17,321	(1,473)	(959)	(514)

Completion on some sites did not occur due to the inclement weather resulting in timing movement to 2016/17.

Scottish Borders Council - Capital Financial Plan 2015/16

PEOPLE	R A G	Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
2015/16							
Looking after the Borders							
School Infrastructure							
Clovenfords Primary School	A	15	7	8	0	8	Budget pressure due to purchase of smartboard and projector previously not accrued to be funded from underspend at West Linton and remaining from Emergency & Unplanned Schemes.
West Linton Primary School	A	4	10	(6)	0	(6)	A saving has been identified, to be allocated to Clovenfords budget pressure.
Duns Primary School & Locality Support Centre	A	1,946	2,418	(472)	(472)	0	Contractor progress behind schedule. Awaiting updated programme and mitigation schedule. Timing movement required.
Peebles HS Sports Facility	G	37	37	0	0	0	
Kelso High School	G	543	716	(173)	(173)	0	Timing movement required to 2016/17.
Galashiels School Review	G	24	23	1	0	1	
Eyemouth School Review	G	15	15	0	0	0	
Newtown St Boswells School Review	G	3	5	(2)	0	(2)	Project complete, budget saving. External funding utilised for Galashiels School Review.
Langlee Primary School	A	563	575	(12)	(12)	0	Timing movement required to 2016/17.
Broomlands Primary School	A	527	523	4	4	0	Outturn greater than profiled budget, small forward timing movement required from 2016/17.
School Refurbishment & Capacity Block	A	262	264	(2)	(2)	0	Small timing movement to 2016/17.
Stow PS Accommodation Works	A	66	82	(16)	0	(16)	Saving made on 15/16 budget to be returned to Emergency & Unplanned Schemes.
Early Years Centres Block	A	218	176	42	0	42	Reallocation within block required. Over spend in the EYC block due to additional costs at Eyemouth EYC. Virement required from Early Learning & Childcare Block.
Early Learning & Childcare Block	A	1,144	1,203	(59)	(31)	(28)	Reallocation within block required. Virement to Early Years Centres. Timing movement required to 2016/17.
Complex Needs - Central Education Base	A	309	403	(94)	(94)	0	Timing movement required due to contractor spend less than profiled.
Eyemouth Early Years Centre	A	86	100	(14)	0	(14)	Underspend to be transferred to Early Years Centres to meet additional costs at Eyemouth.
		5,762	**6,557**	**(795)**	**(780)**	**(15)**	
Social Care Infrastructure							
Residential Care Home Upgrade Block	A	247	325	(78)	(78)	0	Timing movement required to 2016/17. Delay in the delivery of equipment for Saltgreens.
Fire Compartments in Care Homes Block	G	107	145	(38)	(38)	0	Timing movement required to 2016/17.
Mountview, Duns	G	58	58	0	0	0	
Projects Funded from Revenue (SW)	G	8	8	0	0	0	
		420	**536**	**(116)**	**(116)**	**0**	
TOTAL Looking after the Borders		**6,182**	**7,093**	**(911)**	**(896)**	**(15)**	

Scottish Borders Council - Capital Financial Plan 2015/16

PEOPLE	R A G	2015/16				
		Actual to 31/03/16	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement
		£000	£000	£000	£000	£000
Business Process Transformation						
School Infrastructure						
School Health & Safety Block	A	300	317	(17)	(17)	0
School Kitchen Improvement Block	G	334	336	(2)	(2)	0
Equality Act School Adaptations (DDA) Block	A	164	190	(26)	(26)	0
Projects Funded from Revenue (SI)	G	55	55	0	0	0
		853	898	(45)	(45)	0
Social Care Infrastructure						
Telecare	A	0	83	(83)	(83)	0
Extra Care Housing	G	31	31	0	0	0
		31	114	(83)	(83)	0
TOTAL Business Process Transformation		2,843	3,254	(411)	(369)	(42)
TOTAL PEOPLE		7,066	8,105	(1,039)	(1,024)	(15)

Virements within the block required. Timing movement required to complete projects at Chirnside and Edenside.

All 2015/16 projects complete. Timing movement required to fund projects in 2016/17.

Due to timelines with a new supplier, timing movement required to 2016/17

Scottish Borders Council - Capital Financial Plan 2015/16

CHIEF EXECUTIVE	R A G	2015/16 Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Looking after the Borders							
Heritage & Cultural Infrastructure							
Wilton Lodge Park	A	368	565	(197)	(197)	0	Café and bridge contractor not appointed before 31st March. Outdoor education area works start date delayed. Timing movement required to 2016/17.
Jim Clark Museum	A	13	16	(3)	(3)	0	A timing movement is required to 2016/17.
Sir Walter Scotts Courtroom Interpretation	A	1	10	(9)	(9)	0	A timing movement is required to 2016/17.
Sir Walter Scott Court House - Phase 1	A	0	40	(40)	(40)	0	A delay in the appointment of professional services has resulted in the requirement for a timing movement.
Sir Walter Scott Court House - Phase 2	A	0	30	(30)	(30)	0	A timing movement is required to 2016/17.
Great Tapestry of Scotland - Building	A	426	446	(20)	(20)	0	A timing movement is required to 2016/17.
Projects funded from Revenue (CS)	G	19	19	0	0	0	
		827	**1,126**	**(299)**	**(299)**	**0**	
Sport Facility Infrastructure							
Selkirk 2G Synthetic Pitch	G	658	665	(7)	(7)	0	Timing movement required to allow for landscaping enhancements to be undertaken in 2016/17.
Peebles 3G Synthetic Pitch	R	98	90	8	8	0	Report to Executive in May to withdraw planning application. Timing movement required to cover additional fees incurred.
Jedburgh 3G Synthetic Pitch	G	5	7	(2)	(2)	0	A timing movement is required to 2016/17.
Hawick 3G Synthetic Pitch	A	60	30	30	30	0	Tender return favourable, moved to preferred tender status, awaiting confirmation of Sport Scotland funding before award can be made. Officers working to resolve funding issue.
Chirnside CC Development	G	43	43	0	0	0	
Sports Trusts - Plant & Services Block	G	178	205	(27)	(27)	0	Timing movement required to 2016/17.
		1,042	**1,040**	**2**	**2**	**0**	
Economic & Regeneration Infrastructure							
Central Borders Business Park	A	9	99	(90)	(90)	0	A timing movement is required to 2016/17.
Eyemouth Seafood Technology Park	A	9	19	(10)	(5)	(5)	Savings identified to be moved to Emergency & Unplanned Schemes.
LUPS Strategic Business Land	A	275	291	(16)	0	(16)	A small saving has been identified to be moved to Emergency & Unplanned Schemes.
Sunnybrae Walkerburn	G	182	182	0	0	0	
Kelso Town Heritage Initiative	A	12	30	(18)	0	(18)	Underspend in project.
Reston Station (SBC Contribution)	G	500	500	0	0	0	
Borders Railway Stations	A	94	196	(102)	(102)	0	A timing movement is required to 2016/17 to allow the completion of the touchscreens.
		1,081	**1,317**	**(236)**	**(197)**	**(39)**	
Housing Infrastructure							
Private Sector Housing Grant - Adaptations	A	375	376	(1)	(1)	0	A small timing movement is required to 2016/17.
		375	**376**	**(1)**	**(1)**	**0**	

Scottish Borders Council - Capital Financial Plan 2015/16

CHIEF EXECUTIVE

	R A G	2015/16 Actual to 31/03/16 £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Business Process Transformation							
IT Infrastructure							
General IT Block	A	206	233	(27)	(27)	0	A timing movement is required to 2016/17 due to delays in works. A review of the Capital Plan will be undertaken in 16/17 for the IT programme to reflect decisions taken around the IT contract.
Business Systems Real Time Monitoring	G	0	0	0	0	0	
Passenger Transport MIS	G	13	13	0	0	0	A timing movement is required to 2016/17 due to delays in works.
Corporate IT Equipment Fund	G	234	234	0	0	0	
Curricular Network IT Equipment Fund	A	129	144	(15)	(15)	0	A timing movement is required to 2016/17 due to delays in works.
Financial Systems Infrastructure Development	G	0	12	(12)	(12)	0	A timing movement is required to 2016/17 due to delays in works.
IT Disaster Recovery Programme	A	51	54	(3)	(3)	0	A timing movement is required to 2016/17 due to delays in works.
Unified Communications	G	14	14	0	0	0	
Infrastructure & Microsoft Refresh	G	52	52	0	0	0	
Integrated HR/Payroll System	A	0	2	(2)	(2)	0	A timing movement is required to 2016/17 due to delays in works.
Additional Server Storage	A	29	36	(7)	(7)	0	A timing movement is required to 2016/17 due to delays in works.
Peoples Network Upgrade	G	6	6	0	0	0	
Rent Management & Accounting System	A	0	5	(5)	(5)	0	A timing movement is required to 2016/17 due to delays in works.
Triple Wi-Fi Provision	G	11	11	0	0	0	
Data Backup Replacement	G	12	12	0	0	0	
Projects Funded from Revenue (IT)	G	87	87	0	0	0	
		844	**915**	**(71)**	**(71)**	**0**	
TOTAL CHIEF EXECUTIVE		**4,169**	**4,774**	**(605)**	**(566)**	**(39)**	

Scottish Borders Council - Capital Financial Plan 2015/16

CAPITAL FINANCING	R A G	2015/16				
		Actual Outturn	Latest Approved Budget	Variance	Timing Movement Fwd (Bwd)	Budget Movement
		£000	£000	£000	£000	£000
Police & Fire Reserves						
Innerleithen - Walkerburn - Shared Access Route	G					
Borders Railway Stations	A	(60)	(140)	80	80	
Additional Drainage in Parks and Open Spaces	G	(15)	(15)	0		
		(75)	**(155)**	**80**	**80**	**0**
CFCR						
Easter Langlee Cell Provision (from Landfill Provision)	G	(139)	(175)	36	36	
Bannerfield Play Area	G	0	(3)	3	3	
Play Facilities	G	(9)	(9)	0		
Early Years Centres	G	(176)	(176)	0		
Sunnybrae, Walkerburn	G	(21)	(21)	0		
Wilton Lodge Park	G	(20)	(20)	0		
Sir Walter Scotts Courtroom Interpretation	G	(18)	(22)	4	4	
Selkirk 2G Synthetic Pitch (from Reserves)	G	(408)	(415)	7	7	
Cleaning Equipment	G	(30)	(30)	0		
Plant & Vehicle Replacement - P&V Fund	A	0	(25)	25	25	
Projects funded from Revenue (Waste)	G	(22)	(22)	0		
Projects funded from Revenue (SI)	G	(55)	(55)	0		
Projects funded from Revenue (SW)	G	(8)	(8)	0		
Projects funded from Revenue (CS)	G	(19)	(19)	0		
Projects funded from Revenue (IT)	G	(87)	(87)	0		
		(1,012)	**(1,087)**	**75**	**75**	**0**
Specific Grants from Scottish Government						
Cycling, Walking & Safer Streets	G	(171)	(171)	0		
Galashiels Flood Protection	G	(36)	(65)	29	**29**	
Selkirk Flood Protection	G	(13,169)	(12,840)	(329)	**(329)**	
Other Fleet (Electric Vehicle Charging Points)	G	(28)	(28)	0		
Duns Primary School (via Scottish Futures Trust)	G	(1,868)	(2,270)	402	**402**	
Galashiels School Review	G	(12)	(10)	(2)		**(2)**
Eyemouth School Review	G	(15)	(15)	0		
Newtown St Boswells School Review	G	(3)	(5)	2		**2**
Early Learning & Childcare	A	(1,086)	(1,117)	31	31	(28)
		(16,388)	**(16,521)**	**133**	**133**	**(28)**

Reprofile of funding to match expenditure in year
Reprofile of funding to match expenditure in year

Reprofile of funding to match expenditure in year
Reprofile of funding to match expenditure in year

Reprofile of funding to match expenditure in year

Reprofile of funding to match expenditure in year
Reprofile of funding to match expenditure in year
Reprofile of funding to match expenditure profile
Virement from Newtown St Boswells School review

Virement to Galashiels School Review
Reprofile of funding to match expenditure profile. Additional allocation for expenditure at Eyemouth

CAPITAL FINANCING

	R A G	2015/16 Actual Outturn £000	Latest Approved Budget £000	Variance £000	Timing Movement Fwd (Bwd) £000	Budget Movement £000	
Other External Grants & Contributions							
Galashiels Developments - Transport Interchange	A	(364)	(615)	251		251	Reduction in grant due to change in eligible expenditure criteria
Selkirk Town Centre (Streetscape works)	G			0			
Cycling, Walking & Safer Streets	G	(20)	(20)	0			
Railway Black Path	A	(119)	(134)	15		15	Gross down to reflect change in external funding
Innerleithen - Walkerburn - Shared access route	G	(30)	(36)	6		6	Gross down to reflect change in external funding
Tweedbank Traffic Calming	A	0	(18)	18	18		Timing movement to match expenditure profile
Play Facilities	A	(1)	0	(1)		(1)	Grant from Curle Bequest for Gibson Park, Melrose
Mountview, Duns	G	(29)	(29)	0			
Extra Care Housing	G	(31)	(31)	0			
2G & 3G Synthetic Pitches (SportScotland)	G	(250)	(250)	0			
Wilton Lodge Park	G	(265)	(407)	142	142		Timing movement to match expenditure profile
Sir Walter Scott Court House - Phase 1 & 2	A	0	(27)	27	27		Timing movement to match expenditure profile
Eyemouth Seafood Technology Park	G	17	17	0			
LUPS Strategic Business Land	G	(86)	(86)	0			
Kelso Town Heritage Initiative	A	30	0	30		30	Adjustment to overall funding
Borders Railway Stations	A	(35)	(56)	21	21		Timing movement to match expenditure profile
Office Accommodation Transformation Block	A	0	(55)	55		55	Reduction in NHS Grant for Earlston Office in Office Accommodation block due to NHS taking lead
		(1,183)	**(1,747)**	**564**	**208**	**356**	
Developer Contributions							
Engineering Minor Works	G	(69)	(93)	24	20	4	Timing movement to match expenditure and gross down of contribution
Clovenfords Play Park	G	(34)	(35)	1	1		Timing movement to match expenditure profile
Chirnside CC Development	G	(43)	(43)	0			
General	G	(150)	(150)	0			
		(296)	**(321)**	**25**	**21**	**4**	
Capital Receipts	G	**(1,524)**	**(1,524)**	**0**			
General Capital Grant	G	**(11,007)**	**(11,007)**	**0**			
Plant & Vehicle Fund	A	**(2,484)**	**(2,908)**	**424**	**0**	**424**	
Borrowing							
Food Waste Collection - from Dept'al Revenue	G	(231)	(231)	0			
General Proposed Borrowing	A	(10,753)	(12,408)	1,655	1,664	18	
		(10,984)	**(12,639)**	**1,655**	**1,664**	**18**	
TOTAL CAPITAL FUNDING		**(44,953)**	**(47,909)**	**2,956**	**2,181**	**774**	

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Scottish Borders Council - Capital Financial Plan 2015/16

Project Name	Initial Allocation Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Actuals to 31/03/16 £'000
PLACE				
LOOKING AFTER THE BORDERS				
Road & Bridge Infrastructure				
General Roads and Bridges Block				
Footways	24/03/2015	63.0	(29.0)	34.0
Surface Dressing	24/03/2015	1,746.0	29.0	1,775.0
Patching	24/03/2015	574.0	(31.0)	543.0
Overlays	24/03/2015	2,024.0	(196.0)	1,828.0
Walls and Structures	26/05/2015	69.0	(38.0)	31.0
Masonry Works	24/03/2015	143.0	(9.0)	134.0
C8 Carlows Bridge	24/03/2015	9.0	(1.0)	8.0
Drainage	24/03/2015	47.0	(31.0)	16.0
Unallocated	18/08/2015	0.0		0.0
Reallocation from Bongate Scheme			(5.0)	
Reallocation to Neidpath Wall Traffic Management			2.0	
Reallocation from Oxnam Road Minor Works			(3.0)	
Timing movement to 2016/17			312.0	
		4,675.0	0.0	4,369.0
Engineering Minor Works				
Oxnam Road, Jedburgh	18/08/2015	85.0	(3.0)	82.0
Hawkslee Newtown St Boswells	09/06/2015	18.0	(6.0)	12.0
Dingleton Melrose	24/02/2015	65.0		65.0
Pedestrian Links, Hawick	24/02/2015	15.0	(14.0)	1.0
Hislop Gardens Hawick	19/01/2016	5	(5.0)	0
Unallocated		0		0
Gross down of road bond (Hawkslee)			6.0	
Reallocation to General Roads and Bridges Block			3.0	
Timing movement to 2016/17			19.0	
		188.0	0.0	160.0
Lighting Infrastructure				
General Lighting Block				
Replace Cut Down Columns	24/03/2015	46.0	(31.0)	15.0
Main Road, Stow	24/03/2015	38.0	5.0	43.0
Burnfoot Road, Hawick	24/03/2015	37.0		37.0
Langlee Street, Galashiels	24/03/2015	12.0		12.0
A72 Walkerburn	24/03/2015	35.0	1.0	36.0
Main Road, Heiton	24/03/2015	32.0	8.0	40.0
Unallocated	24/03/2015	0.0		0.0
Timing movement to 2016/17 (Elibank, Clovenfords)			17.0	
		200.0	(17.0)	183.0
Cycling, Walking & Safety Infrastructure				
Accident Investigation Prevention Schemes				
Traffic Calming	24/03/2015	10.0	(6.0)	4.0
Road Safety Measures	24/03/2015	36.0	14.0	50.0
Unallocated		0.0		0.0
Timing movement from 2016/17			(8.0)	
		46.0	8.0	54.0
Cycling, Walking & Safer Streets				
Cycling Related Activities	24/03/2014	71.0	(15.0)	56.0
School Travel Plan Road Safety	24/03/2014	120.0	15.0	135.0
Unallocated	24/03/2014	0.0		0.0
		191.0	0.0	191.0
Railway Black Path				
Tweedbank Drive to New Station	24/02/2015	8.0	(5.0)	3.0
Winston Road, Galashiels	24/02/2015	4.0		4.0
Clovenfords Link	18/08/2015	73.0	12.0	85.0
Buckholm Path	18/08/2015	3.0		3.0
Langlee Path	18/08/2015	22.0	(3.0)	19.0
Signing Strategy	18/08/2015	30.0	3.0	33.0
BGH Path	18/08/2015	53.0	(15.0)	38.0
B&Q Lighting	18/08/2015	4.0	(2.0)	2.0
Benches	18/08/2015	3.0	(3.0)	0.0
Redetermination Order	18/08/2015	2.0	(2.0)	0.0
Street Lighting Black Path	02/07/2015	120.0	(42.0)	78.0
Galashiels TI Bus Shelters	NEW	0.0	12.0	12.0
Unallocated	24/03/2015	16.0	(16.0)	0.0
Grossing down of external funding			15.0	
Timing movement to 2016/17			46.0	
		338.0	0.0	277.0

Project Name	Initial Allocation Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Actuals to 31/03/16 £'000
Flood Protection Infrastructure				
Flood Protection Works, Efficiency and Emergency Measures				
Programme Management	12/02/2015	26.0		25.0
Burnmouth Rail Culvert (finishing works)	17/11/2015	3.0		3.0
Community Resilience	24/03/2015	17.0	(17.0)	0.0
Liddesdale Crescent, Hawick	24/03/2015	200.0		188.0
Merlindale Flood Protection	13/05/2014	174.0		172.0
Meigle View/Riddle Dumble Park	24/02/2014	1.0		0.0
Still Burn Culvert, Fountainhall	24/03/2015	0.0		0.0
Bakehouse Burn Culvert, Galashiels	01/07/2015	75.0		68.0
Timing movement to 2016/17			40.0	
Unallocated		0.0	(23.0)	0.0
		496.0	0.0	456.0
Waste Management Infrastructure				
CRC - Improved Skip Infrastructure				
Eshiels Recycling Centre	24/03/2015	57.0	(55.0)	2.0
Hawick CRC Skip	18/08/2015	374.0	(77.0)	297.0
Galashiels CRC Skip	18/08/2015	20.0	(20.0)	0.0
Unallocated		0.0		0.0
Timing movement to 2016/17			152.0	
		451.0	0.0	299.0
CRC - Enhancements				
Galashiels CRC	18/08/2015	20.0		34.0
Hawick CRC	17/11/2015	15.0		0.0
Timing movement to 2016/17			(1.0)	
Unallocated		0.0		0.0
		35.0	(1.0)	34.0
CCTV Community Recycling Centres				
Selkirk CRC	24/03/2015	1.0		1.0
Unallocated		0.0		0.0
		1.0	0.0	1.0
Other				
Play Facilities				
Gibson Park Melrose	24/03/2015	75.0	(9.0)	66.0
Foulden	24/03/2015	13.0		13.0
Timing movement to 2016/17			9.0	
Unallocated	24/03/2015	0.0		0.0
		88.0	0.0	79.0
Cemetery Land Acquisition & Development				
Cemetery, Coldstream	17/11/2015	5.0	(2.0)	3.0
Unallocated	24/03/2015	0.0		0.0
		5.0	(2.0)	3.0
Contaminated Land				
Redbraes	24/03/2015	6.0		6.0
Ayton	24/03/2015	7.0		7.0
Ayton Mill	28/08/2015	42.0	(18.0)	24.0
Stow	17/11/2015	0.0		0.0
Unallocated	24/03/2015	0.0		0.0
Timing Movement 16/17		0.0	18.0	
		55.0	0.0	37.0

Project Name	Initial Allocation Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Actuals to 31/03/16 £'000
BUSINESS PROCESS TRANSFORMATION				
Property & Asset Programme				
Structural / H&S Work Block				
Cleaning Equipment	24/03/2015	0.0		0.0
Teviothead Cemetery Wall Ph2	24/03/2015	11.0		11.0
St Boswells PS Resurfacing	24/03/2015	7.0		7.0
Gala Academy Resurfacing Ph1	24/03/2015	18.0	1.0	19.0
Selkirk HS Lighting Ph1	24/03/2015	45.0	(5.0)	40.0
Wilton Park Resurfacing	24/03/2015	19.0		19.0
Melrose Grammar Lighting	24/03/2015	21.0	1.0	22.0
Parkside PS Structural Wall	24/03/2015	16.5	(16.0)	0.0
Morebattle PS Internal Env Improvements	24/03/2015	7.0		7.0
Edenside PS Water Storage	24/03/2015	9.0		9.0
Peebles HS Internal Env Improvements	24/03/2015	32.5		33.0
Kelso Tait Hall Lift Installation	24/03/2015	13.0		13.0
Howdenburn PS Flue Replacement	24/03/2015	20.0	(10.0)	10.0
Gordon Old Cemetery Structural Wall	24/03/2015	16.5	(16.0)	0.0
St Mary's Mill H & S	24/03/2015	22.0	(6.0)	16.0
Coldstream PS Lighting	24/03/2015	10.5		11.0
4-8 Newtown Street Duns Roof	24/03/2015	36.0		36.0
Home Place Workshops, Coldstream	16/02/2016	60.0	20.0	80.0
Jedburgh Town Hall	16/02/2016	18.0	15.0	33.0
Peebles High School Flood Damage Works	NEW	0.0	4.0	4.0
Burgh Hall Heating Pipe Upgrade	NEW	0.0	9.0	9.0
Unallocated		0.0	0.0	0.0
Reallocation within P & A block			3.0	
		382.0	0.0	379.0
Asbestos Management Block				
St Margaret's Asbestos Removal	17/11/2015	2.0	1.0	3.0
St Peters Asbestos Removal	16/02/2016	6.0		6.0
Stow Old School Asbestos Removal	16/02/2016	4.0		4.0
Grants house Outdoor Centre Asbestos	16/02/2016	2.0		2.0
Coldstream PS Asbestos Work	NEW	0.0	1.0	1.0
Asbestos Inspections	to reallocate	0.0		0.0
Asbestos Removal	to reallocate	0.0		0.0
Unallocated		7.0	(6.0)	0.0
Reallocation within P & A block			1.0	
Timing Movement 16/17			3.0	
		21.0	0.0	16.0
Building Systems Efficiency Upgrades Block				
Wilton Park PS Boiler Upgrade	24/03/2015	30.0		30.0
St Margarets PS Boiler	24/03/2015	15.0		15.0
Hawick HS Heating	24/03/2015	35.0		35.0
Peebles HS Heating	24/03/2015	22.0		22.0
Burnfoot CS Heating	24/03/2015	24.0	2.0	26.0
St Ronans Gym Hall Heating	24/03/2015	14.0	10.0	24.0
HQ IT Heating	17/11/2015	51.0	(22.0)	29.0
Reallocation within P & A block		0.0	8.0	0.0
Timing Movement 16/17		0.0	2.0	0.0
		191.0	0.0	181.0
Electrical Infrastructure Upgrades Block				
Galashiels Academy Electrical Upgrade	24/03/2015	73.0		73.0
St Boswells PS Electrical Upgrade	24/03/2015	78.0	1.0	79.0
Newcastleton Electrical Upgrade	16/02/2016	2.0	(1.0)	1.0
Peebles HS Electrical Infrastructure	NEW		20.0	20.0
Unallocated		3.0		3.0
Reallocation within P & A Block		0.0	(20.0)	0.0
		156.0	0.0	176.0

Project Name	Initial Allocation Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Actuals to 31/03/16 £'000
Building Thermal Efficiency Upgrades Block				
Howdenburn PS Roof Cover	24/03/2015	40.0		40.0
Wilton PS Roof Upgrade Ph3	24/03/2015	35.0		35.0
Cockburnspath PS Window Upgrade	24/03/2015	20.0	2.0	22.0
Greenlaw PS Windows Phase 1	24/03/2015	12.0		12.0
Langlee CPD Centre Upgrade Roof	24/03/2015	43.0		43.0
Earlston PS Roof Upgrade P1	24/03/2015	7.0		7.0
Wilton PS Roof Upgrade Ph4	17/11/2015	21.0		21.0
St Ronans PS Window Ph4	24/03/2015	24.0		24.0
Walkerburn PS Window PH3	24/03/2015	9.0		9.0
Morebattle PS Roof Upgrade P1	24/03/2015	13.0		13.0
Hawick HS Roof Upgrade Ph1	24/03/2015	28.0		28.0
Reallocation within P & A Block			0.5	
Timing Movement to 2016/17			0.5	
Unallocated	24/03/2015	5.0	(3.0)	2.0
		257.0	0.0	256.0
Energy Efficiency Projects				
Boiler Optimisers	17/11/2015	275.0	47.0	322.0
Timing movement from 2016/17			(47.0)	
Unallocated	18/08/2015	0.0		0.0
		275.0	47.0	322.0
Other Property				
Demolition and Site Preparation Block				
Scott House	24/03/2015	1.0	(1.0)	0.0
Earlston HS	16/02/2016	35.0	(3.0)	32.0
Eyemouth HS	24/03/2015	304.0	(9.0)	295.0
Duns Public Toilet	24/03/2015	13.0	(2.0)	11.0
Timing movement to 2016/17			15.0	
Unallocated		0.0		0.0
		353.0	0.0	338.0
Cleaning Equipment Replacement Block				
Cleaning Equipment Replacement	24/03/2015	38.0		37.0
Cleaning Equip - Driers	17/11/2015	30.0		30.0
Unallocated		0.0		0.0
		68.0	0.0	67.0
Combined Depot Enhancements				
Galashiels Roads Depot, Wheatlands Road	18/08/2015	14.0	(14.0)	0.0
Duns Depot, Station Road	18/08/2015	55.0	(10.0)	45.0
Easter Langlee Depot, Galashiels	18/08/2015	25.0	(24.0)	1.0
Reiver Complex Road Depot. Newtown St Bos	18/08/2015	60.0	(16.0)	44.0
Lower Mansfield Combined Depot, Hawick	18/08/2015	50.0		50.0
Unallocated	12/02/2015	0.0		0.0
Timing movement to 2016/17			64.0	
		204.0	0.0	140.0
Office Accommodation Transformation Block				
Area Hot Desk/Drop in Facility	17/11/2015	3.0	5.0	8.0
E & I Moves	17/11/2015	13.0	2.0	15.0
Post Room & Cleaning Service	24/03/2015	5.0		5.0
SBC/NHS Office Moves - Earlston	24/03/2015	110.0	(63.0)	47.0
HQ Reception/Office Rationalisation	24/03/2015	0.0		0.0
Galashiels People Office Rationalisation	17/11/2015	6.0	(2.0)	4.0
Gross down External Contribution - Earlston			55.0	
Unallocated		0.0		0.0
Timing movement to 2016/17			3.0	
		137.0	0.0	79.0

Project Name	Initial Allocation Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Actuals to 31/03/16 £'000
Other				
Drainage in Parks and Open Spaces				
Wilton Lodge Park Hawick	18/08/2015	6.0	(6.0)	0.0
Gibson Park Melrose	24/03/2015	4.0	(1.0)	3.0
Home Park Coldstream	18/08/2015	30.0	(3.0)	27.0
Stow Drainage	16/02/2016	6.0	(1.0)	5.0
Unallocated		5.0	(5.0)	0.0
timing movement to 2016/17			16.0	
		51.0	0.0	35.0
Additional Drainage in Parks and Open Spaces				
St Boswells	18/08/2015	23.0	(3.0)	20.0
Unallocated		0.0		0.0
Timing movement to 2016/17			3.0	
		23.0	0.0	20.0
PEOPLE				
LOOKING AFTER THE BORDERS				
School Infrastructure				
School Refurbishment & Capacity Block				
Westruther PS Extension	24/03/2015	13.0	(2.0)	11.0
Chirnside PS	24/02/2015	251.0		251.0
Unallocated	24/03/2015	0.0	0.0	0.0
Timing movement to 2016/17			2.0	
		264.0	0.0	262.0
Early Years Centres Block				
Eyemouth PS Early Years Centre	24/03/2015	106.0	43.0	149.0
Philiphaugh PS Early Years Centre	24/03/2015	20.0		20.0
Burnfoot PS Early Years Centre	24/03/2015	50.0	(2.0)	48.0
Unallocated	24/03/2015	0.0		0.0
Virement from Eyemouth Early Years Centre			(14.0)	
Virement from Early Learning and Childcare block			(27.0)	
		176.0	0.0	217.0
Early Learning and Childcare Block				
Burnfoot PS ELCC 2's	24/03/2015	140.0	9.0	149.0
Cockburnspath PS ELCC 3&4's	24/03/2015	171.0	(3.0)	168.0
Coldstream PS ELCC 3&4's	24/03/2015	336.0	34.0	370.0
Trinity PS ELCC 2's	24/03/2015	13.0	(13.0)	0.0
Tweedbank PS ELCC 3&4's	24/03/2015	210.0	(3.0)	207.0
Burnfoot PS ELLC 3&4 Kitchen	18/08/2015	16.0		16.0
Edenside PS ELCC 3&4's	18/08/2015	20.0	(8.0)	12.0
Fountainhall PS Changing Rooms	18/08/2015	1.0	(1.0)	0.0
Glendinning PS ELLC 3&4 Kitchen	18/08/2015	10.0		10.0
Halyrude ELCC 3&4's	18/08/2015	5.0	(5.0)	0.0
Howdenburn PS ELCC 3&4 Kitchen	18/08/2015	20.0	(1.0)	19.0
Knowepark PS ELCC 3&s'S	18/08/2015	50.0	8.0	58.0
Melrose PS ELCC 3&4 Kitchen	18/08/2015	16.0	(1.0)	15.0
Melrose PS ELCC 3&4's	18/08/2015	20.0	(20.0)	0.0
Parkside PS Nursery Alterations	18/08/2015	24.0	(7.0)	17.0
Philiphaugh PS ELCC 3s4'S	18/08/2015	61.0	2.0	63.0
Priorsford ELCC 3&4 Kitchen	18/08/2015	12.0	1.0	13.0
St Peters PS ELCC 3&4 Kitchen	18/08/2015	11.0		11.0
Stow PS ELCC 3&4's	18/08/2015	5.0		5.0
Wilton PS ELCC 3&4's	18/08/2015	5.0	5.0	10.0
Trinity PS ELCC 3&4's	NEW	0.0	1.0	1.0
Unallocated ELLC 3&4's	24/03/2015	57.0	(57.0)	0.0
Unallocated ELLC 2's	24/03/2015	0.0		0.0
Virement to Early Years Centres block			28.0	
Timing movement to 2016/17			31.0	
		1,203.0	0.0	1,144.0

Project Name	Initial Allocation Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Actuals to 31/03/16 £'000
Social Work				
Residential Care Home Upgrade Block				
Saltgreens, Eyemouth	24/03/2015	125.0	(79.0)	46.0
Waverly, Galashiels	24/03/2015	200.0	1.0	202.0
Unallocated	24/03/2015	0.0		
Timing movement to 2016/17			78.0	
		325.0	0.0	248.0
Fire Compartments in Care Homes Block				
Deanfield, Hawick	24/03/2015	35.0	(14.0)	21.0
Grove House, Kelso	24/03/2015	55.0	2.0	57.0
Saltgreens, Eyemouth	24/03/2015	10.0	(3.0)	7.0
St Ronans, Innerleithen	24/03/2015	45.0	(22.0)	23.0
Unallocated	24/03/2015	0.0		0.0
Timing movement to 2016/17			37.0	
		145.0	0.0	108.0
BUSINESS PROCESS TRANSFORMATION				
School Infrastructure				
School Health & Safety Block				
Audit - Window Replacement	24/02/2015	20.0	(5.0)	15.0
Broughton PS Secure Reception	24/02/2015	40.0	4.0	44.0
School Fire Alarms	24/02/2015	7.0	(7.0)	0.0
Selkirk HS Window Replacement	24/02/2015	72.0	(16.0)	56.0
St Ronans PS Secure Reception	24/02/2015	38.0	4.0	42.0
Wilton PS Secure Reception	24/02/2015	32.0	4.0	36.0
Chirnside PS Window Replacement	18/08/2015	5.0	(2.0)	3.0
Edenside PS Window Replacement	18/08/2015	6.0		6.0
Parkside Open/Eating Area	18/08/2015	8.0	2.0	10.0
Parkside PS Window Replacement	18/08/2015	57.0	(2.0)	55.0
Peebles HS Fire Alarm	18/08/2015	15.0		15.0
St Ronans PS Fire Alarm	18/08/2015	5.0	1.0	6.0
Walkerburn PS Fire Alarm	18/08/2015	7.0	1.0	8.0
Philiphaugh PS Secure Entrance	11/02/2016	5.0	(5.0)	0.0
Melrose PS Secure Reception	NEW	0.0	2.0	2.0
Philiphaugh PS Pupil Toilets	NEW	0.0	1.0	1.0
Yetholm PS Secure Reception	NEW	0.0	2.0	2.0
Unallocated	24/02/2015	0.0		0.0
Timing movement to 2016/17			16.0	
		317.0	0.0	301.0
School Kitchen Improvement Block				
Universal Free School Meals P1-P3	24/03/2015	31.0		31.0
St Peters Primary School	24/03/2015	41.0		41.0
Trinity PS Floor Replacement	24/03/2015	9.0		9.0
Peebles HS	30/09/2015	224.0	(1.0)	223.0
Earlston PS	30/09/2015	28.0		28.0
Kingsland PS Equipment	11/02/2016	3.0	(1.0)	2.0
Unallocated	24/03/2015	0.0		0.0
Timing movement to 2016/17			2.0	
		336.0	0.0	334.0
Equality Act School Adaptations (DDA) Block				
Burnfoot PS DDA Works	24/02/2015	112.0		112.0
Earlston PS DDA Works	24/02/2015	13.0	(4.0)	9.0
Lilliesleaf PS DDA Works	24/02/2015	26.0	(4.0)	22.0
Priorsford PS DDA Works	24/02/2015	19.0		19.0
Gala Academy DDA Works	11/02/2016	1.0		1.0
Jedburgh GS Equalities Works	11/02/2016	1.0		1.0
Unallocated	24/03/2015	18.0	(18.0)	0.0
Timing movement to 2016/17			26.0	
		190.0	0.0	164.0

Scottish Borders Council - Capital Financial Plan 2015/16　　　　　　　　**AS AT MONTH ENDING 31ST MARCH 2016**

Project Name	Initial Allocation Approval	Latest Approved Budget £'000	Proposed Move- ment £'000	Actuals to 31/03/16 £'000
CHIEF EXECUTIVE				
LOOKING AFTER THE BORDERS				
Sports Facility Infrastructure				
Sports Trusts - Plant & Services				
Energy Savings Projects	24/03/2015	22.0	(8.0)	14.0
Tweedbank BC Works	24/03/2015	9.0		9.0
Eyemouth LC Refurbishment	24/03/2015	153.0	(13.0)	140.0
Selkirk LC Refurbishment	24/03/2015	0.0		0.0
Duns Swimming Pool Upgrade	NEW	0.0	15.0	15.0
Unallocated		21.0	(21.0)	0.0
Timing Movement 2016/17			27.0	
		205.0	0.0	178.0
BUSINESS PROCESS TRANSFORMATION				
IT Infrastructure				
General IT Block				
Boardroom AV	24/03/2015	1.0		1.0
Website Development	18/08/2015	27.0		27.0
CMT & Service Directors Surface Tablets	11/02/2016	21.0		21.0
E&I Domestic Abuse MIS	24/03/2015	17.0		17.0
Aerial Imagery	24/03/2015	16.0		16.0
E&I-Uniform Upgrade	24/03/2015	21.5	(2.5)	19.0
Lagan Upgrade	24/03/2015	8.0		8.0
PSN Improvement Work	24/03/2015	0.0		0.0
Schnieder	17/11/2015	20.0	(3.0)	17.0
Smartboard Enterprise	18/08/2015	29.0		29.0
Confirm V15 Upgrade	18/08/2015	12.0		12.0
PSN	18/08/2015	15.0	(7.0)	8.0
Desktop Technology	18/08/2015	30.0	(9.0)	21.0
Assessor Valuation System	24/03/2015	10.0		10.0
Timing Movement to 16/17			27.5	
Unallocated	24/03/2015	6.0	(6.0)	0.0
		227.5	6.0	206.0

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CORPORATE DEBTS – WRITE OFFS IN 2015/16

Report by Chief Financial Officer

Executive Committee

7 June 2016

1   PURPOSE AND SUMMARY

1.1   **As required by the Financial Regulations, this report details the aggregate amounts of debt written off during 2015/16 under delegated authority.**

1.2   The report covers the areas of Council Tax, Non-Domestic Rates, Sundry Debtors, and Housing Benefit Overpayments.

1.3   The total value of write-offs increased from £0.627m in 2014/15 to £0.679m in 2015/16.

1.4   There are ongoing risks associated with the management of the Council's debts and these may lead to an increase in the level of debts that may require to be written off as irrecoverable in future years. These have been identified in paragraph 6.2.

2   RECOMMENDATIONS

2.1   **It is recommended that the Executive notes the debtor balances written off during 2015/16 under delegated authority.**

3   BACKGROUND

3.1   Financial Regulations give the Chief Financial Officer authority to write-off individual irrecoverable debts up to £100,000. Any debt in excess of £100,000 may only be written off as irrecoverable following approval by the Executive. No write-offs have fallen into this category in 2015-16.

3.2   Financial Regulations also require that the Chief Financial Officer shall report to the Executive annually on the aggregate amounts written off under delegated authority and this report fulfils that remit for financial year 2015/16.

4   LEVEL OF WRITE OFFS

4.1   The total net amounts which were written off during 2015/16, and previous two years, are as follows:

Income Stream	Net amount written off (£'000) 2013/14	Net amount written off (£'000) 2014/15	Net amount written off (£'000) 2015/16
Council Tax	224.3	239.9	188.9
Non Domestic Rates	70.4	14.5	346.5
Sundry Debts	265.7	357.2	133.7
Housing Benefits Overpayments	15.4	16.0	9.9
Total	**575.8**	**627.6**	**679.0**

4.2   The "write-offs" are net of any amount "written back on". This occurs where a debt has been written off and subsequent information is received, such as a new forwarding address, which would enable the Council to again pursue a debt previously considered irrecoverable. In these circumstances, the write-off will be reversed by a write-on and the debtor will then be pursued for the debt.

4.3   In all cases, a debt will only be written off when at least one of the following occurs:

(a)   It is uneconomic to pursue;

(b)   The Debtor becomes insolvent;

(c)   All options of recovery have been exhausted, which includes the use of the Council's legal team and the Sheriff Officers, Walker Love;

(d)   After a professional assessment of the debt concludes that recovery is unlikely. For example, if Sheriff Officers advise that there are no assets, or the debtor has left the area and cannot be traced.

4.4   The amount of Sundry Debt currently owed to the Council and deemed to be low, medium and high risk, can be demonstrated as per the chart below.

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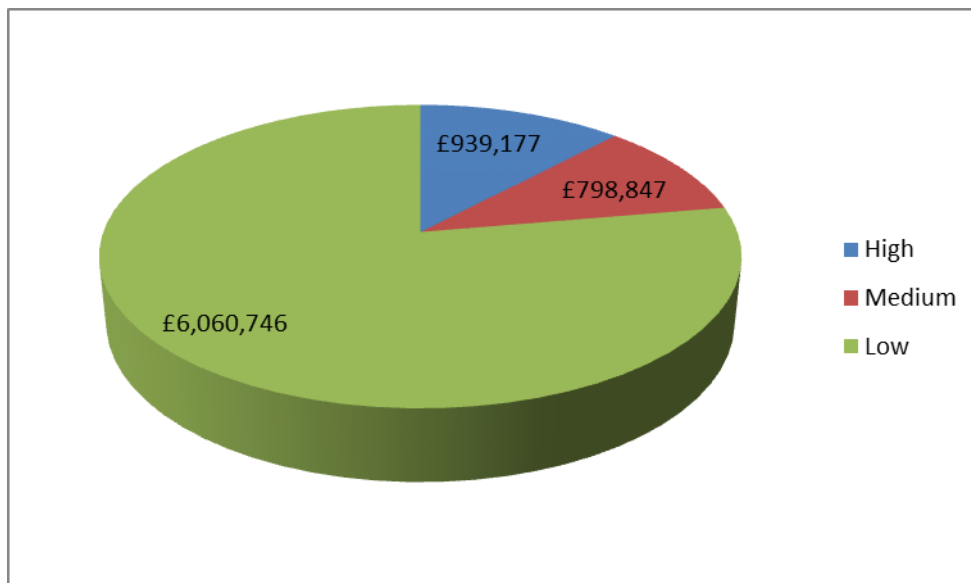
4.5   Council Tax collections have seen a small reduction in their in-year collections from 96.52% in 2014/15 to 96.5% in 2015/16. The highest value of write-offs for Council Tax and NDR in 2015/16 is in the Insolvency category, where no dividend has been received within one year of an insolvency event.

4.6   During 2015/16 the Sundry Debts billed in year totalled £29.2m, up from £25.1m in 2014/15. Collections of 75.21% of the net amount billed were achieved, against an average of 80.27% across Scotland in 2014/15. This is down on previous year figure of 81.6% due to the increase in invoices issued near the financial year end. When taking into account only debt due by 31 March, then the collection rate increases substantially to over 91%. Total overdue debt stands at £2.2m, up marginally from the 31 March 2015 figure of £1.9m, with a decrease in the sundry debt outstanding over 90 days figure, from 22.5% of the overall debt in 2014/15 to 19.8% in 2015/16. Figures for Scotland are not yet available for the last financial year, but this compares to a Scottish average in 2014/15 of 35.3%. The five year trend of debtors outstanding over 90 days compared to the Scottish average being:
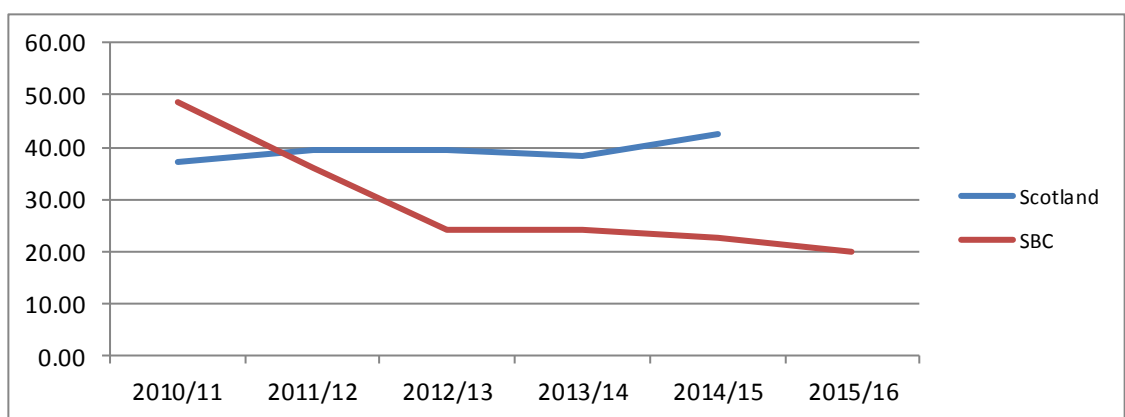
4.7   During the 2015/16 financial year, the amount of sundry debt write-offs has reduced by 37.4%, possibly due at least in part to economic changes, but also due to the efforts of Credit Control staff to keep write-offs to a minimum. It is expected that write-offs will increase in future years, due to the highly-probable requirement to write off significant debt (£100k+), in one specific case currently undergoing legal action.

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4.8 Council Tax write-offs decreased by 21.2% and Non-Domestic rates write-offs increased significantly when compared to the previous year. Resource was allocated to dealing with sequestrations and insolvencies which is the reason why the Non-Domestic Rates write offs increased in 2015/16 with the amount of insolvencies increasing to 77 compared with 12 the previous year.

5 ANALYSIS OF WRITE OFFS

5.1 Council Tax

In the following table the Council Tax debts which have been written off have been categorised by reason:

Reason for Write Off	Council Tax – net amounts written off 2014 (£)	No. of transactions	Council Tax – net amounts written off 2015 (£)	No. of transactions
Small balance (less than £10)	526	372	-130	211
Surcharges	23,909	634	19,077	561
Deceased	41,988	208	22,647	133
No Forwarding Address	35,238	171	13,065	100
No Effects	395	1	0	0
Insolvency	136,297	419	126,262	386
Miscellaneous	1588	96	8,072	73
Total	**239,941**	**1901**	**188,993**	**1464**

5.2 Non Domestic Rates

In the following table the Non Domestic Rates debts which have been written off have been categorised by the reason for the write off:

Reason for Write Off	Non Domestic Rates – net amounts written off 2014 (£)	No. of transactions	Non Domestic Rates – net amounts written off 2015 (£)	No. of transactions
Small balance (less than £10)	7	5	8	6
Surcharges	428	7	22,013	56
Deceased	0	0	0	0
No Forwarding Address	0	0	0	0
No Effects	0	0	20,126	4
Insolvency	14,116	12	304,421	77
Miscellaneous	0	0	-63	11
Total	**14,551**	**24**	**346,505**	**154**

5.3 The total amount of Sundry Debts written off in 2015/16 is shown in the table by individual services. Comparative write offs which have already been approved is provided for the two previous financial years:

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Service	Net amount written off		
	2013/14	2014/15	2015/16
Children & Young People	7,063	29,183	4,360
Chief Executive's	32,526	38,250	24,352
Adult Services	164,171	206,016	38,225
Place	61,957	83,717	66,763
Total	**265,717**	**357,168**	**133,700**

6   IMPLICATIONS

6.1   Financial

An annual budget provision for sundry bad debts of £125k and £635k for Council Tax is maintained, which is regularly reviewed and if necessary will be revised in future. During 2015/16 a further provision of £200k was made for sundry debtors in anticipation of the level of write-offs in 2016/17. These write-offs will be charged to the related provisions.

6.2   Risk and Mitigations

It is expected that the level of debts written off in 2016/17 will increase, compared to 2015/16 due to heightened risk factors for some large sundry debt accounts. Performance in this area continues to be closely monitored and management action, including the approved policy on debt recovery and supporting procedures, are in place to minimise the risk. It should be noted that in Sundry Debtors, there is £1.1m of outstanding debt assessed as carrying the risk of requiring write-off and it is expected that a significant part of this may be irrecoverable and require future write-off.

6.3   Equalities

There are no direct equalities implications from this report.

6.4   Acting Sustainably

There are no environmental implications directly associated with this report.

6.5   Carbon Management

There is no impact on the Council's carbon emissions.

6.6   Rural Proofing

There are no changes in policy or strategy in relation to rural areas.

6.7   Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Scheme of Administration or the Scheme of Delegation.

7   CONSULTATION

7.1   The Service Director for Neighbourhood Services, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit & Risk, the Chief Officer HR, and the Clerk to the Council are being consulted and any comments received will be updated at the meeting.

Approved by

David Robertson
Chief Financial Officer   Signature ....

Author(s)

Name	Designation and Contact Number
Philip Brand	Credit Control Team Leader 01835 826785
Katrina Wilkinson	Revenues Lead
Suzy Douglas	Financial Services Manager 01835 824000 x5881

Background Papers:
Previous Minute Reference:

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Contact us at Suzy Douglas Tel 01835 824000 x5881,
email: sdouglas@scotborders.gov.uk

REQUEST FOR THE REMOVAL OF A SECTION OF ROAD FROM THE COUNCIL'S LIST OF PUBLIC ROADS

Report by Service Director Regulatory Services

EXECUTIVE COMMITTEE

7 JUNE 2016

1 **PURPOSE AND SUMMARY**

1.1 **This report seeks approval for the removal of part of the D148/4 Samieston and Upper Samieston road from the Council's List of Public Roads.**

1.2 The Council were asked by the land owner if a section of the aforementioned road could be removed from the List of Public Roads. Following discussions with the various interested parties, it is proposed to remove the section of road shown on the attached plan from the Council's List of Public Roads as requested.

2 **RECOMMENDATIONS**

2.1 **I recommend that the Executive Committee agrees to the removal of part of the D148/4 Samieston and Upper Samieston road, as shown between points A and D on the attached plan, from the Councils List of Public Roads subject to there being no substantive representations made against the proposal.**

3   BACKGROUND

3.1   A request was submitted to Borders Regional Council for the D148/4 road linking Samieston and Upper Samieston, Jedburgh to be stopped-up and removed from the Council's List of Public Road in 1994.

3.2   At that time, the Development Control (now Roads Planning) Section of the Council considered the request and after consultation with colleagues in the Council's Legal Department, it was confirmed that due to the presence of a Right of Way, the Council could not stop the road up and remove all public access. As a result, no action was taken at that time.

3.3   A subsequent request has now been received from the land owner asking if the Council could remove the section of the road within his ownership from the list of roads rather than stop it up. This would remove the Council's maintenance responsibilities but would retain the access required for a Right of Way. This is section A to D on the attached plan.

3.4   The landowner was concerned that the Council were not maintaining the road to an acceptable standard but he also acknowledged that the majority of the wear and tear was as a result of traffic associated with his farm workings.

3.5   As there has been minimal repairs carried out to the section of road in question over the years, the section between A and B will be repaired, via a joint scheme between the landowner and the Council's Asset Management section, to a standard where the land owner is satisfied and content with accepting maintenance responsibilities for the road.

3.6   The middle section of the road, B to E on the enclosed plan, is not suitable for normal road vehicles and, as the road is public and on the Ordinance Survey maps, satnavs regularly direct traffic that way. If the initial section of road is removed from the list as proposed, the Council can request it be removed from satnavs.

3.7   The section from Upper Samieston farm to the D140/4 (known as The Avenue) is currently having repairs carried out as part of the Council's ongoing road maintenance responsibilities in that area.

3.8   It is the proposal of this report to remove only the section of the road between points A and D on the enclosed plan.

3.9   The section of road between D and F shall remain on the List of Public Roads.

4 IMPLICATIONS

4.1 Financial

(a) There will no longer be any maintenance costs to the Council with the removal of the road from the list. The public will still however have a right of access along the road.

(b) The costs associated with maintaining the Right of Way will continue to be met from the current budget.

(c) The cost associated with the advertising of this addition would be met from the relevant Regulatory Services budget.

4.2 Risk and Mitigations

(a) There are no direct risks to the Council as a result of this request.

(b) There may be a risk that the approval of this request will lead to further requests for similar roads within the Borders to be removed from the List of Public Roads. Such request would be looked at on an individual basis as and when they are received.

(c) A neighbouring landowner has intimated he is likely to object to any proposal on the grounds that he uses the current route to access his land and a removal may inhibit his use of the road. He has been informed that his access rights will not change as a result of this proposal, only those responsible for the maintenance of the road. Furthermore, there is an alternative public road which they could use as an alternative access to the land in question.

4.3 Equalities

Following the completion of an Equality Scoping, it was determined that no Equality Impact Assessment was required.

4.4 Acting Sustainably

There will be no economic, social or environmental effects of carrying out this proposal.

4.5 Carbon Management

There are no effects on carbon emissions as a result of this proposal.

4.6 Rural Proofing

There are no rural proofing implications arising from this proposal.

4.7 Changes to Scheme of Administration or Scheme of Delegation

There will be no changes to the Scheme of Administration or the Scheme of Delegation as a result of this proposal.

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5   CONSULTATION

5.1   The Chief Financial Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments incorporated into this report.

5.2   The Council's Asset Manager – Place has been involved in the discussions with the land owner and in the preparation of this report.

Approved by

Brian Frater   Signature ………………………………
Service Director Regulatory Services

Author(s)

Name	Designation and Contact Number
Alan Scott	Senior Roads Planning Officer – 01835 826640

Background Papers: None

Previous Minute Reference: None

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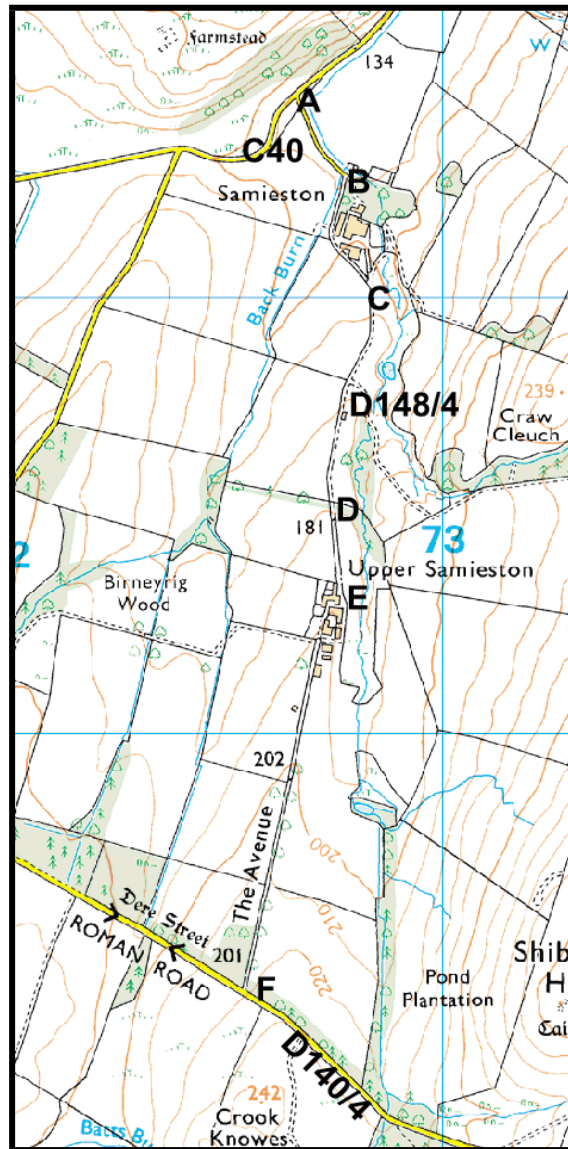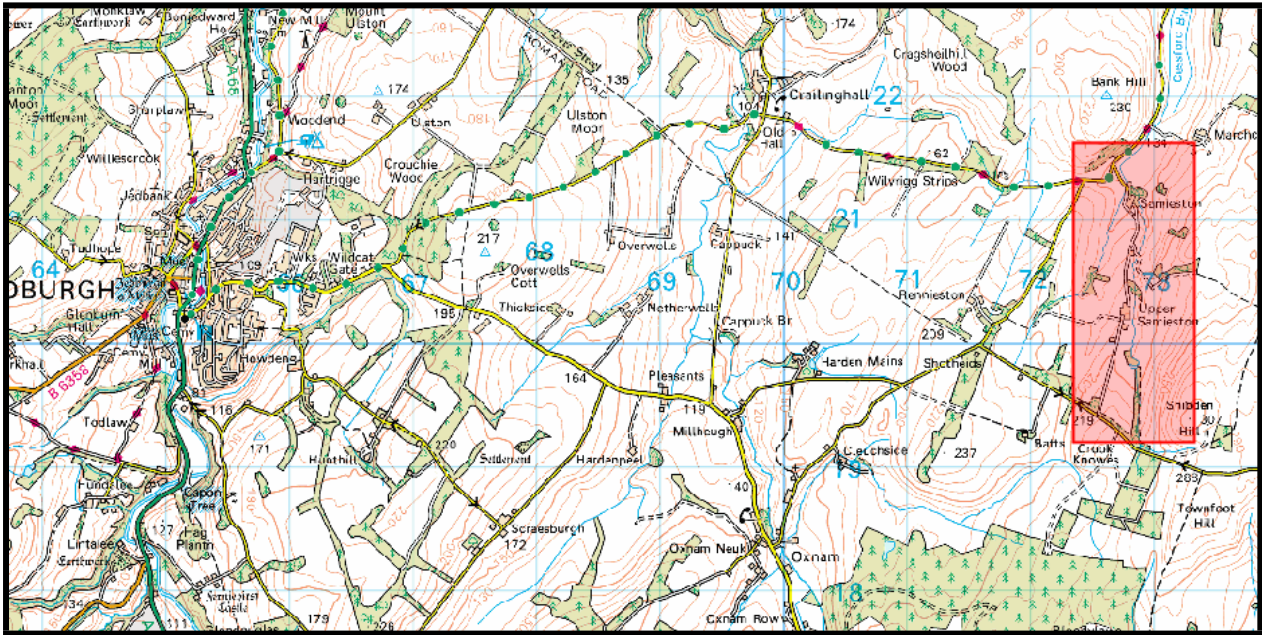
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REQUEST FOR THE INCLUSION OF A ROAD IN THE COUNCIL'S LIST OF PUBLIC ROADS

Report by Service Director Regulatory Services

EXECUTIVE COMMITTEE

7 JUNE 2016

1 PURPOSE AND SUMMARY

1.1 **This report seeks the approval for the causeway, serving Allanbrae and other properties, in Allanton to be added to the Council's List of Public Roads.**

1.2 The causeway, which serves a number of properties at the northern end of Allanton and is shown red on the plan in Annexe A, was originally private with a vehicular right of access over the causeway for the properties along this section.

1.3 In October 1964, the residents along the causeway entered into an agreement with Berwickshire County Council, whereby the residents along this private road would fully fund the upgrading of the road to a standard suitable for adoption, after which Berwickshire County Council would add the road to their List of Public Roads.

1.4 Upon receipt of the financial contribution, Berwickshire County Council carried out the agreed works, however it is unclear from the limited correspondence on record whether the road was formally added to the List of Public Roads at that time. There is currently no record of this road on the Council's List of Public Roads.

2 RECOMMENDATIONS

2.1 **I recommend that the Executive Committee agrees to the inclusion of the causeway in question on the Council's List of Public Roads.**

3   BACKGROUND

3.1   Prior to 1964 the causeway was private with a vehicular right of access for the property known as Allanbrae, along with other properties along this section.

3.2   In 1964, a number of residents along the causeway requested that the private road was made public. Berwickshire County Council agreed to this request subject to upgrading works being carried out at the expense of the residents.

3.3   Upon receipt of the agreed amount, the works were undertaken by Berwickshire County Council. The works included the erection of a retaining wall to reduce the cross-fall from the properties to the public road.

3.4   Once the works were satisfactorily completed, it is unclear from the correspondence available whether the causeway was formally adopted as part of the public road network at that time.

3.5   With the residents having fulfilled their obligations, the formal adoption of the causeway will remove any ambiguity over the status of the road.

4   IMPLICATIONS

4.1   **Financial**

(a)   There may be some financial outlay to bring the section of road up to a satisfactory standard given the lack of maintenance over the years. The road will have to be inspected by the Council's Asset Management section and any identified works against other similar identified works across the Council area and to meet available budgets.

(b)   The costs associated with the advertising of this addition would be met from the relevant Regulatory Services budget.

4.2   **Risk and Mitigations**

There is a risk that this proposal may encourage similar requests. However, this specific request is unique in the fact that the upgrading works were paid for at the time and the work was carried out. Should any such requests come forward, they will be assessed individually on merit and actioned accordingly.

4.3   **Equalities**

Following the completion of an Equality Scoping, it was determined that no Equality Impact Assessment was required.

4.4   **Acting Sustainably**

There will be no economic, social or environmental effects of carrying out this proposal.

4.5 **Carbon Management**

There are no effects on carbon emissions as a result of this proposal.

4.6 **Rural Proofing**

There are no rural proofing implications arising from this proposal.

4.7 **Changes to Scheme of Administration or Scheme of Delegation**

There will be no changes to the Scheme of Administration or the Scheme of Delegation as a result of the proposal.

5 CONSULTATION

5.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council are being consulted and any comments received have been incorporated into this report.

5.2 The Council's Asset Manager (Place) has been consulted on this matter and has raised no objections.

Approved by

Brian Frater
Service Director Regulatory Services   **Signature** ……………………………….

Author(s)

Name	Designation and Contact Number
Paul Grigor	Roads Planning Officer – 01835 826663

Background Papers:
Previous Minute Reference:

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Jacqueline Whitelaw can also give information on other language translations as well as providing additional copies.

Contact us at Jacqueline Whitelaw, Place, Scottish Borders Council, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA, Tel 01835 824000 Ext. 5431, Fax 01835 825071, email eitranslationrequest@scotborders.gov.uk

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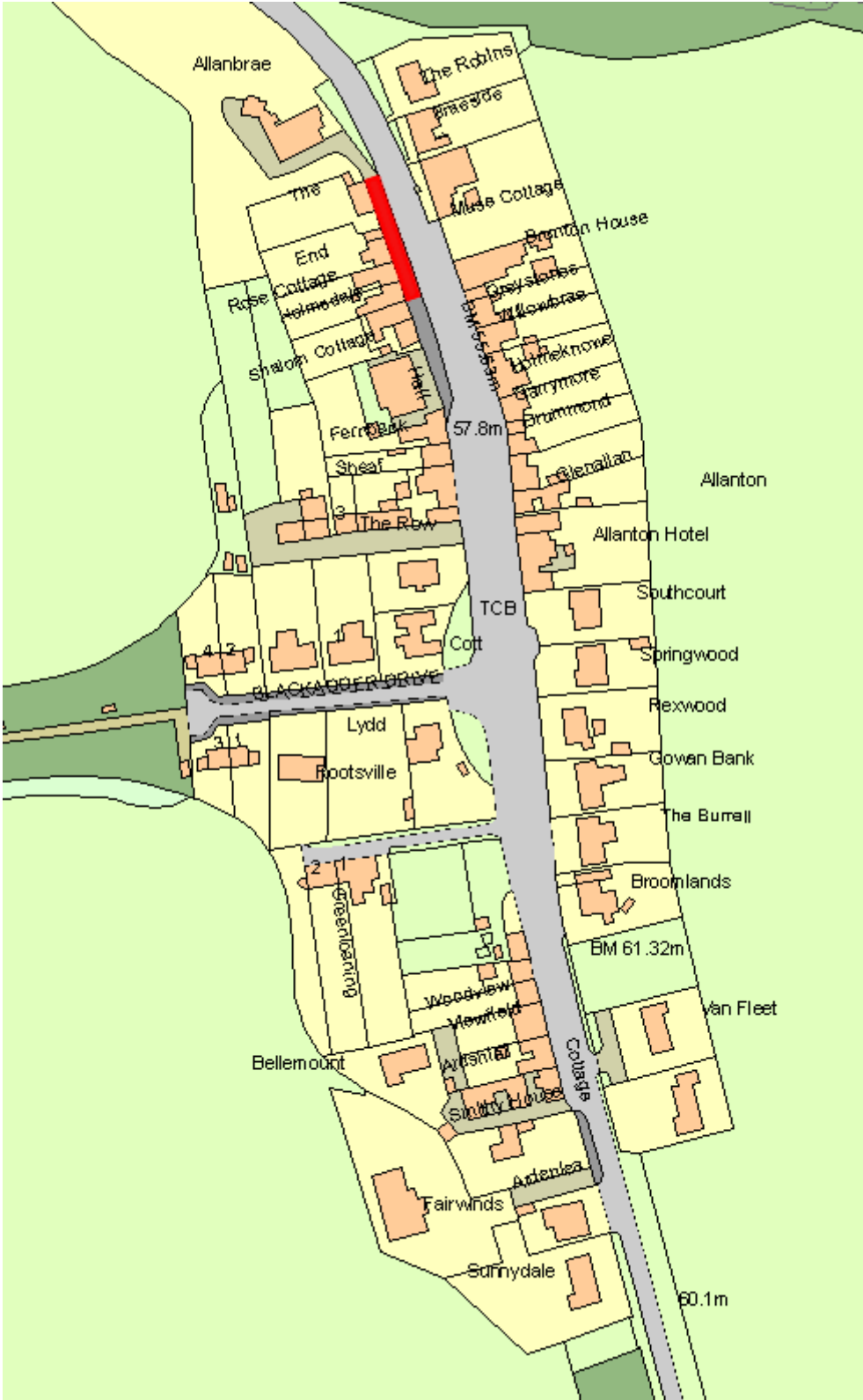
CORPORATE TRANSFORMATION PROGRESS REPORT

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

7 JUNE 2016

1 PURPOSE AND SUMMARY

1.1 **This report updates the Executive Committee on progress in developing and delivering the Council's Corporate Transformation Programme since the last update report on 16 February 2016 and sets out planned activity in the reporting period to August 2016.**

1.2 This is the fifth quarterly progress report since the Programme was established in February 2015.

1.3 The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each, a summary of progress made to date (rating them Red, Amber or Green) and sets out key milestones in the next quarter. Section 4 of this report sets out the key highlights over the last reporting period.

1.4 Detailed performance reporting infographics for the following areas of work are set out in Appendices 2 to 5 and outlined in Section 4 below:

(a) Adult Services
(b) Information Management
(c) Co-Production
(d) Localities Programme

2 RECOMMENDATION

2.1 **I recommend that Executive Committee notes the continued progress made in developing and delivering the Corporate Transformation Programme.**

3   BACKGROUND

3.1   The Corporate Transformation Programme was established in February 2015 and Council agreed that quarterly monitoring reports would be considered by the Executive Committee.

3.3   This report forms the fifth quarterly Corporate Transformation Progress Report and sets out:

(a)   Progress since February 2016

(b)   Planned work in the next reporting period to August 2016

3.4   The current areas of work within the Programme are set out in the tracker in Appendix 1 under the 8 Corporate Priorities and includes a brief description of the purpose of each, a summary of progress made to date (and rates that as Red, Amber or Green) and sets out key milestones in the next quarter.

4   PROGRESS

4.1   Good progress continues to be made across the whole programme and is set out in the tracker at Appendix 1. Particular highlights within the reporting period include:

4.2   ICT Programme

(a)   Following the decision taken by Council on the 10th March 2016 to outsource ICT service to CGI, a 13 year contract was signed on the effective date of 25th March 2016. CGI and their partners, Agilisys, were formally on site the following week working towards the key transformational deliverables of the Business World Enterprise Resource Planning (ERP) and the Digital Integration platforms to deliver new transformational services to both Council staff and the citizens of the Scottish Borders.

(b)   The plan for service handover to CGI is on-track with all ICT services due to be provided to the Council under the contract from the 1st October 2016.

(c)   The Programme will continue to drive forward the transition and transformation plans with CGI to ensure that the aggressive timelines for realisation of the benefits of these new systems and services can be met.

4.3   Integration of Health and Social Care

(a)   The Integrated Joint Board (IJB) is now formally established and the Partnership became officially operational from 1st April 2016. The final version of the Strategic Plan has now been published and the programme is now focused on facilitating and delivering change for the people of the Borders, through development and implementation of a locality-based model of care. A more detailed Commissioning and Implementation plan has been delivered, which translates the high level objectives and outcomes into the ways in which the services within the partnership will be delivered to achieve these. This will be through a combination of building

on existing service approaches and enabling (and measuring) transformational change through, for example, the Integrated Care Fund.

(b) The programme includes establishment of the most effective ways in which IT can support and drive the partnership, and this includes working closely with IT functions in both NHS Borders and SBC to develop proposals and plans to deliver this.

(c) Three Locality Co-ordinators have been appointed within Health & Social Care and their roles include:

(i) Improving communications and co-ordination of services
(ii) Ensuring easier and improved access to local services for service users, their families and GP practices
(iii) Facilitating locality plans based on local need and co-produced in the context of local partnership arrangement
(iv) Make recommendations to the Localities Group on future arrangements to support locality planning and integrated arrangements on an ongoing basis

4.4 Integrated Trust – Live Borders went live successfully as planned on 1st April 2016.

4.5 Children & Young People

(a) The People Department Business Support Review for non-schools staff is largely complete and a transition to the new structure is underway.

(b) The online payments system in schools has now been successfully implemented across all schools in the Scottish Borders with very positive activation rates

(c) The School Estate pre-consultation attracted a great response from parents, pupils and community users and the results are being collated to inform the next steps.

(d) The new Kelso High School building works have commenced.

4.6 Alternative Models, Roads Review

(a) The options appraisal for Roads was considered by Executive Committee on 8th March 2016, with agreement to proceed to Business Case for a Roads LLP.

(b) A number of HQ and depot staff meetings were held early March 2016 to discuss the Roads Review and capture questions and concerns. Following these sessions an FAQ document was produced and issued to staff.

4.7 Waste Plan

(a) Phase 1 of Kerbside Collections Options Appraisal being undertaken with support from Zero Waste Scotland.

(b) Launch of first phase public consultation on current waste service and potential future options for waste collection and recycling.

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4.8   Localities

    (a)   Monthly meetings are taking place with Cheviot Members to discuss issues and opportunities within the Cheviot Locality – primarily around transport, economic development and asset and estate rationalisation. Six-weekly meetings are taking place with Cheviot Officers identify issues and co-ordinate solutions.

    (b)   Timescales for the development of a Cheviot Property & Assets Plan, which will form part of the Cheviot Locality Plan, have been developed and will be discussed with Cheviot Members at the end of May 2016.

    (c)   Elected Members have met with Chief Officers to discuss Economic Development opportunities within Cheviot and associated actions for the Economic Development Action Plan

    (d)   The Community Planning Partnership (CPP) draft Strategic Assessment and Cheviot Profile has been prepared and will be presented to the CPP Strategic Board in June 2016. This assessment will further inform the Cheviot Locality Plan

4.9   Detailed performance reporting infographics are included in each quarterly report for specific areas of the transformation programme. These are set out in Appendices 2 – 5 and focus on:

    (a) Adult Services
    (b) Information Management
    (c) Co-Production
    (d) Localities Programme

As per Appendix 3, it is perhaps worth noting that Data and Information Sharing work is currently focussed around the delivery of Information Management project to improve arrangements across the Council and, ultimately, to enable effective data sharing with partners.

4.10   Developing the Programme – Given the overlaps that are now becoming clear between the ICT, Customer First and Digital Connectivity elements of the Programme, consideration is being given to how these strands can be brought together to ensure better co-ordination, avoidance of duplication and the more effective use of resources.

5   COMMUNICATIONS AND ENGAGEMENT WITH THE UNIONS

5.1   Activities from each Corporate Transformation project including news, updates, consultations, staff messages, are co-ordinated through the Communications Team and pulled into one overarching matrix for the programme as a whole. This ensures effective forward planning and a joined-up approach.

5.2   Since the implementation of this approach, key messages are now integrated in all public and internal communications to help raise awareness of the programme and its aims. For example, since January 2016, 14 press releases were issued related to Corporate Transformation projects which were supported by website and social media activity.

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5.3 The Trades Unions continue to consider the most up to date tracker at their monthly meeting, and any potential staffing issues are highlighted within the tracker enabling timely management and engagement with the Unions. Specific detailed briefings on staffing related issues are also provided by individual programmes as they are required.

6   REPORTING

6.1 The Corporate Transformation Programme Tracker is provided at Appendix 1. The areas of work are aligned under the relevant corporate priorities to enable the Executive Committee and CMT to assess progress of the Programme against the Council's corporate priorities.

7   FINANCE

7.1 The Corporate Transformation Programme is critical in achieving many of the savings in the Financial Plan. Following the approval of the 2016/17-2020/21 Financial Plan in February 2016, the level of savings to be delivered across the Transformation Programme during the 5-year period are £23.113m. Of this, £7.966m will be delivered in 2016/17. Progress in the delivery of in-year savings is reported quarterly as part of the Revenue Monitoring process to Executive Committee.

7.2 As expected within a 5-year Financial Plan, savings in the early years of the Plan are further advanced in terms of planning and deliverability with less certainty on the specifics of delivery in the future years. Plans are progressing for the future year savings to ensure the savings targets are realistic and achievable and this will feed into the financial planning process.

7.3 Resource requirements associated with supporting the Corporate Transformation Programme are being funded through the Corporate Transformation budget.

8   IMPLICATIONS

8.1 **Financial**

There are no specific costs attached to any of the recommendations contained in this report outside those considered within the Council's Financial Plan. Business cases with return on investment information are being developed for the projects and activities within the programme as appropriate.

8.2 **Risk and Mitigations**

Whilst good progress continues to be made building on the work over the past two financial years, the Corporate Transformation Programme is extremely complex. Over the next 12 months, the scale of the work and the level of change involved across the organisation will become increasingly challenging and intense bringing significant risk to the delivery of activity, savings and service benefits. To mitigate this, robust risk management is being applied both at programme level and at individual programme/project level. Each project requires to have appropriate risk registers and these are monitored on at least a monthly basis. An overall Corporate Transformation Register is held and reviewed on a monthly basis. Finally the programme is a standing item on the Monthly CMT Away Day Agenda when progress is reviewed along with delivery of the Financial Plan and monthly Performance management data.

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8.3 **Equalities**

Equalities Impact Assessments will be carried out on the projects within the Corporate Transformation programme.

8.4 **Acting Sustainably**

The programme will support the approach of acting sustainably ensuring any effects are identified and the impact evaluated where appropriate.

8.5 **Carbon Management**

The programme will actively promote a positive impact on the Council's carbon emissions where appropriate.

8.6 **Rural Proofing**

This will be undertaken within the programme where appropriate.

8.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration or Scheme of Delegation.

9 CONSULTATION

9.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and the comments received have been incorporated into the final report.

Approved by

Rob Dickson   Signature ……………………………………
Corporate Transformation & Services Director

Author(s)

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James Lamb	Portfolio Manager - 01835 825392

Background Papers: Nil
Previous Minute Reference: Scottish Borders Council, 12th February 2015.

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Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Updated: 30/05/16

Priority 1: Encourage sustainable economic growth

Railway Programme	✅	Rob Dickson
Transport Programme	✅	Brian Frater

Priority 2: Improve attainment & achievement levels

Children & Young People	✅	Donna Manson

Priority 3: Provide high quality support, care and protection

Adult Services	✅	Susan Manion

Priority 4: Build the capacity and resilience of our communities

Localities Programme	✅	Jeanette McDiarmid
Digital Connectivity	✅	Rob Dickson / Douglas Scott

Priority 5: Maintain and improve our high quality environment

Waste Plan	✅	Jenni Craig
Energy Efficiency	✅	David Robertson

Priority 6: Develop our workforce

Workforce Transformation	✅	Rob Dickson / Clair Hepburn

Priority 7: Develop our assets and resources

Property & Assets Programme	✅	Martin Joyce

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Information Management	✅	Brian Frater
Alternative Service Delivery Models	✅	Philip Barr
Co-production	✅	Elaine Torrance
Integration of Health & Social Care	✅	Susan Manion
Customer First Phase 2	✅	Jenni Craig
Business Process Re-engineering	✅	David Robertson
ICT Change Programme	⚠️	Rob Dickson

Key:

🟥	Critical issues to be reviewed by CMT
🟧	Some issues to be managed by Project Team
🟩	No issues to report

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Priority 1: Encourage sustainable economic growth

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Sam Smith	Railway Programme	Delivery of actions to maximise the full economic and social benefits of the Borders Railway.	✅	**Progress Update:** Green because key Milestones achieved: • Appointment of Inward Investment Project Manager. • Approval of ScotRail Visitor Experience Pilot. • Appointment of ScotRail Borders Railway Development Executive. • Approval of Great Tapestry of Scotland Visitor Centre. • Approval of EXPO 2016 and Wrapped Train PR Project. • Approval of Steam Train Experience 2016.	• Communications Plan for 2016 – PR Company appointed in May 2016. • Business Insider Inward Investment Event delivered on 20 May 2016. • Steam Train 2016 announcement in June 2016. • Submission of SE Tourism Destination Fund bid for Scottish Borders and Midlothian in June 2016. • Follow-up EXPO travel trade enquiries. • Agreement on feasibility study for line extension.
Brian Frater / Tim Stephenson	Transport	Implement a better, simpler, more accessible and cost effective model of transport service provision, through a multi-agency approach.	✅	**Progress Update:** Status is Green because key milestones have been achieved: • Bus Subsidy Review – Consultation on services and proposals have commenced. • Community Transport Hub – Hub continues to develop and with journeys through the Hub increasing. Smarter Choices funding has been secured for development officer and additional resource to develop the Hub through 2016/17 and start work with NHS Borders on facilitation of discharge from BGH and Community Hospitals. Community Transport Hub has been shortlisted in 3 categories in the Scottish Transport Awards 2016. • Cheviot Area Transport Event – Event has been arranged and will take place on 7 June in Jedburgh Grammar School. • Car Club Feasibility Study commenced. • Joint contract management arrangements with NHS Borders still being finalised. Savings and benefits coming through the framework not yet fully identified.	• Bus Subsidy review – Complete consultation on bus services and proposals, finalise new bus service proposals. • Community Transport Hub – Recruit development worker and implement additional resource and approach with NHS Borders for facilitating discharge from Hospitals. • Hold Cheviot Transport Event and take forward action to improve transport and access to services in the Cheviot Area. • Progress to finalisation of Joint Transport contract management arrangements with NHS Borders. • Car Club Feasibility study finalised and presented to Strategic Transport Board.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Priority 2: Improve attainment & achievement levels

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Donna Manson / Janice Robertson	Children & Young People	Improve the learning experience and opportunities for our children and young people through early intervention and prevention, a sustainable school estate and more integrated and streamlined management and admin.		**Progress Update:** Status is Green because the following milestones have been achieved: • Developing Business Support – Job matching is complete for non-schools staff and staff have been informed of their new role. Workshops in schools have been held to gather information in preparation for the school admin review. • The online payments system (ParentPay) has now been successfully launched across all Scottish Borders Council Schools. Activation rates are excellent due to good engagement between schools and parents. • Additional Special Needs (Inclusion for All) – preparation for the implementation of the new model for Complex Needs and SEBN provision is complete and Head Teachers informed of the new allocations for August 2016. • Early Years – preparation for the allocation of staff based on need following the admissions process is complete. • Redesign of Children & Families Social Work Service – a project plan and governance arrangements are now in place to enable this review to commence. • School Estate Review – the pre-consultation exercise is complete and the findings are being collated and the outcome will be reported to Council in May.	• School Admin Review – draft structures and job descriptions will be prepared and consultation with staff and trade unions underway. • Additional Special Needs (Inclusion for All) – ERVS will be completed and the target of reducing the service by 40FTE realised. • Redesign of Children & Families Social Work Service – A Strategy document will be complete. Several specific service areas will be reviewed. • School Estate Review – Draft proposals will be drawn up in preparation for presenting to August Council.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016
Priority 3: Provide high quality support, care and protection

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion / Graeme McMurdo	Adult Services	Deliver service change, financial savings and increased income across a range of Health and Social Care services.	✅	**Progress Update:** Status is Green because: A significant amount of financial savings have been identified and delivered. Focus is now on delivering the balance to achieve the full year savings. • Business cases are in place for all savings areas. • Regular financial monitoring meetings are in place which include colleagues from NHS. • Funding applications have been submitted to Integrated care Fund (ICF) to deliver work which will support Financial savings in areas such as reablement, and achievement of the 72hr discharge target.	• ICF funding bids approve • Detail in place to achieve full year financial savings

Priority 4: Build the capacity and resilience of our communities

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jeanette McDiarmid / Shona Smith	Localities Programme	Ensure SBC activity within localities is co-ordinated, via 5 locality plans containing clear actions and accountability.	✅	Progress Update: Status is Green because: • Monthly meetings are taking place with all Cheviot Elected Members re opportunities and issues within the Cheviot Locality. Areas discussed so far are transport links, economic development and assets & estate rationalisation. • Asset & Estate Rationalisation: Elected Members have met with Senior Officers to explore asset and estate rationalisation. Identification and usage of Cheviot Assets have been completed, but further analysis will be required. • Economic Development: Elected Members have met with Chief Officers, Economic Development to discuss opportunities within Cheviot and to develop new actions for the Economic Development Action Plan. A STAR	• Transport Links: A transport seminar will take place on 7 June at Jedburgh Grammar for the Cheviot Community, to ask people for their views on transport. Presentations will include Red Cross, Car Share Scheme and consultation re the forthcoming Bus Review. • Asset & Estate Rationalisation: An outline plan for Cheviot Assets & Estate will be presented to Elected Members by the end of May. • The CPP Draft Strategic Assessment and Cheviot Profile will be presented to CPP JDT in May, for progression to CPP Strategic Board in June. This assessment will further inform the Cheviot Locality Plan.

			consultancy event took place in April to develop Kelso Community Action Plan and a CARS bid for Jedburgh is being assessed for progression by the Economic Development Team. • A Cheviot Officers Group meeting is now taking place every 6 weeks – this meeting is to identify issues, co-ordinate effective solutions and to gain an understanding of where we can make more effective links.	• CPP Living Safety in the Home pilot project commences in June in Cheviot, focussing on slips, trips and falls through enhanced home safety visits. This partnership project is being led by SFRS, with matched funding from Cheviot Area Forum (£2k).
Rob Dickson / Douglas Scott	Digital Connectivity	Maximise community and town access to digital connectivity/broadband and mobile telephony.	✅	**Progress Update:** Status is Green because: • Considerable advocacy work continues to take place with the Scottish & UK Governments, Community Broadband Scotland, BT and Mobile Telephone operators to formulate solutions to improve both broadband and mobile connectivity in the Borders.	• Advocacy work will continue.

Maintain and improve our high quality environment

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Jenni Craig / Ross Sharp-Dent	Waste Plan	Create efficiency savings, reduce expenditure and provide additional income through the implementation of a strategy that is financially and environmentally sustainable.	✅	**Progress Update:** • Meetings of the Member-Officer Working Group (MORG) and Waste Project Board continue to take place. • Phase 1 of the stakeholder engagement process closed on 15 May. This included a customer survey and the Council's online dialogue tool. • Kerbside collection options appraisal work continues with the support of Zero Waste Scotland. • Visits to Brysons (Belfast) and South Lakeland Council to view kerbside collection systems completed. • Work continues on development of new Waste Transfer Station (WTS) and landfill closure. • The Council signed up to the Scottish Materials Brokerage Service (SMBS) on the	• Continue to work with Zero Waste Scotland on kerbside collection scenario modelling. • Analyse and review of stakeholder engagement to identify trends and views. • Make preparation for undertaking a residual waste compositional anaylsis to link to stakeholder engagement feedback. • Commence work on Community Recycling Centre opening hours review. • Continue to develop the Waste Transfer Station and prepare for the closure of the landfill site. • Submit the SEA Scoping report to the SG SEA Gateway. • Continue procurement process for

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16 May for residual waste treatment. This is a potential outlet for residual waste management once the landfill closes in 2018.

Consultant has developed a draft scoping report for the Waste Plan for submission to the Scottish Government SEA Gateway.
Waste Consulting commissioned to deliver productivity and efficiency savings within the refuse collection service for both household and trade waste. Initially concentrating on route optimisation and consolidation in the Berwickshire as a Pilot area.
Community Recycling Centre Trade Waste Access Policy presented to Council on 12th November and to be introduced August 2016.
Hawick Community Recycling Centre upgrades complete and site re-opened to the public in April.

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residual waste treatment.

Ongoing discussions with Scottish Water re leachate treatment options at Galashiels Sewage Works.
Introduce Community Recycling Centre Trade Waste Access Policy August 2016.
Prepare to re-open Selkirk CRC in July.
Work with WasteConsulting to deliver route optimisation pilot in Berwickshire.
Develop intervention plan for increasing participation in the food waste service in Hawick.

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Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved

David Robertson / Chris Richardson	Energy Efficiency Programme	Implement spend to save energy efficiency schemes across the Council estate.	✅	**Progress Update:** Status is Green because:
				• Work is on schedule for HQ windows Phase1 to be completed.
				• Boiler Optimisation has been completed and savings calculated.
				• Additional funding from Salix has been agreed.
				• 70% of year one savings have been identified.
					• HQ Window Replacement Complete Phase 1 (external windows).
					• HQ Windows Replacement Complete Phase 2 (internal courtyard windows).
					
					• Programme of works to be established for Heating and Lighting upgrades
					    10 x School Lighting
					    3 x Schools Off Peak Heating
					• Additional resources to be secured through recruitment.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Priority 6: Develop our workforce

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Clair Hepburn / James Lamb	Workforce Transformation	Enable staff to deliver service improvements, review existing management and admin structures and deliver an employee benefit strategy. Implementation of mobile technologies to deliver more effective and efficient ways of working.	✅	**Progress Update**: Status is Green as work is progressing on track. Plans are being developed for future year's savings. • People Planning work is progressing with the majority of services now engaged in the process. • The Staff Benefits Scheme roll-out is progressing well - In the first phase of the Home Technology and Smartphone Schemes there were 302 orders. The latest window opened on 2nd May and runs to 3rd June and, to date there have been 31 orders. In terms of the Car Salary Sacrifice scheme, 44 orders have been approved to date. 33% of staff have registered on the benefits portal. • Work underway to support services to achieve a proposed target for a reduction in Business Mileage including the introduction of a corporate purchase scheme for train tickets.	• Work on the People Planning process will continue with a view to completing the 1st cycle of the process in September, in time for the 17/18 financial planning process. • Staff Benefits roadshows continue to be delivered in the localities to demonstrate the extranet site and promote the Benefits Package. This will include encouraging employee sign-up to the scheme and the site. • Work will continue on developing the project to support the reduction in business miles and the corporate rail ticket purchase scheme will be launched.

Priority 7: Develop our assets and resources

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Martin Joyce / Graeme McMurdo	Property & Assets	Pursue opportunities around estate rationalisation, taking full account of future service delivery models and school estate strategy, identifying specific targets for energy efficiencies.	✅	**Progress Update:** Status is Green because: • Plans are in place to achieve Property & Assets savings in the current year. • Plans will be developed to deliver future years financial savings and these will be presented, in outline, to CMT in September. • Decision taken to accelerate the Street Lighting Energy Efficiency Programme.	• Work continues to achieve current year property savings and to identify property savings in future years.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Priority 8: Ensure excellent, adaptable, collaborative and accessible public services

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Brian Frater	Information Management	Deliver information sharing requirements across partners.	✅	**Progress Update:** Status is Green because: Most work is progressing on track, although there are some resource issues around the project for future stages as well as an issue around gaining responses from the business as part of the Information Audit. Project Initiation Complete covering: • Project Plan, Approach and governance approved • Revised and published Information Governance Policy • Revised and implemented Information Governance Structure • Revised Risk Management Strategy for Information Governance and begun implementation • Information management document and monitoring procedure • Revised Training and Awareness Campaign package to promote best practice and compliance at all levels • Revised the Incident Management Procedure • Began an Information Audit to compile an Information Asset Register (IAR)	• Begin roll out of Training and Awareness Campaign to include: • Revision of SBLearn Data Protection Training • Creation of Awareness Materials • Information Management Open Day • Implementation of role specific Level 3 training around Security and Information Asset Register Completion of Stage 2: Information Security to include: • Incident Management Testing and Final Approval • Revised Information Security Policy and guidance • Completion of Data Sharing Procedures and Guidance Completion of Stage 3: Information Assets to include: • Information Asset Survey • Completion of Information Asset Register • Information Asset Data Request Business Registers • Basic Information Asset (IA) Business Impact Level (BIL) Assessment Procedure

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Philip Barr / Stephen Roy / Graeme McMurdo	Alternative Service Delivery Models	Review service delivery and Trust models to develop more cost effective service delivery models (e.g.) LLP's and joint ventures.	✅	**Progress Update:** Status is Green because milestones have been achieved: • Extensive work continues on Roads Review project, with business case being prepared for presentation to Council. • Integrated Trust went live as planned on 1st April 2016. • SBCares is up and running and progressing to business plan.	• Way forward agreed from Roads business case. • Continue to scope out other areas of the programme. • Establish more detail on where financial savings will come from and when.
Elaine Torrance	Co-Production	Involvement of communities from the outset in the development, design and delivery of service.	✅	**Progress Update**: Status is Green because work has commenced on time in the development of a Co-production policy. • A Group has been established to take this forward and a draft definition of Co-production is being finalised. • Work on the briefing/communication strategy and toolkits has commenced. • Developed a Toolkit/Workbook and associated training to assist staff in implementing the Co-production approach.	• May 2016: Toolkit presented to APWG to again agreement to take to CPP Strategic Board June 2016 for approval and adoption. • Information to be circulated to Elected Members through weekly Members' Bulletin. • E-learning module in development, plan to launch for SBC staff Summer 2016.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Susan Manion / Sandra Campbell	Integration of Health & Social Care	Improved outcomes for service users and carers who will have clear access routes to services and information.	✅	**Progress Update:** Status is Green because: • Strategic Plan approved and published on • schedule • Commissioning & Implementation (C&I) Plan (first draft for engagement) approved by IJB • Scheme of integration ratified by Scottish Government and published with Strategic Plan • IJB operational from 1st April 2016 • Performance Monitoring Framework draft presented to IJB • Locality plan development is now underway following the appointment of Locality Co-ordinators. • The IT project to support staff in accessing and sharing information has now delivered the address book access for HS/SBC staff across both organisations.	• C&I Plan targeted engagement with key stakeholders starts • Corporate Services requirements workshops start • Information gathering and stakeholder engagement for localities plan development • Six monthly return to Scottish Government re progress and spend on the Integrated Care Fund projects • The next stage of development of the C&I plan will now commence, a process of targeted engagement, the feedback from which will be reviewed and analysed by the H&SC management team who will expand and drill down into service areas to shape delivery.
Jenni Craig / Graeme Dobson	Customer First Ph2	Continued roll out and development of modern customer services across the Council.	✅	**Progress Update:** Status is Green because: • eBenefits has been implemented fully after conclusion of testing (Soft Launch). • All workstreams are progressing as planned except for End to End Fault reporting which will be taken care of by the Agilysis digital integration programme. • Work to prepare for going live with new Government eBuilding Standards Portal is on track and SBC will be one of the "early adopters" ahead of the actual national Live date. • The Project Manager on Social Work Customer Services project has now moved to a new role in H&SC Integration. A replacement PM is currently getting up to speed with a view to driving the project to completion. Work continues on the component workstreams and significant progress has been made with the number of outstanding tasks required to complete the project vastly reduced.	• eBuilding Standards PID will be signed off jointly by SBC and iDox. Workshops to redesign business processes around the new electronic application process will be held. • Feedback from CGI workshops will be used to review IT requirements in all Projects within the programme. • Baselining of customer data will be achieved in order that we can work towards identifying savings to the Council as a result of making multiple services available online. • Communications plan will be developed in conjunction with PM, Comms and Jenni Craig.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
David Robertson / Martin Brims	Business Process Re-engineering	Agreed approach to process improvement applied across a range of service areas	✅	**Progress Update:** Status is Green because milestones have been achieved: • Most of the Corporate Transformation programme activity will involve process re-design to find better, more efficient, ways of doing things. Business Process Re-Design work is well underway in Customer First (Fault reporting, E-building Standards, E-Benefits, Transfer of Social Work Duty Hub to Customer Services), Health and Social Care Integration and Children and Young People (Business Support). BPR work across the Programme will accelerate over the coming months - and across all services - in relation to the delivery of the ICT Change Programme - in particular, around ERP and Digital Platform implementation. • A programme of Continuous Business Process Re-design using LEAN/Six Sigma is being rolled-out in the coming months to support transformation activity across the Council. This will ensure that BPR skills are developed and transferred across the business.	• Plan and implement detailed BPR work to support the implementation of the Enterprise Resource Planning (ERP) system and Digital Services Platform. Continue to progress LEAN/Six Sigma activity.

Corporate Transformation Programme Tracker For Executive Committee as of 25 May 2016

Corporate Lead/ Project Manager	Programme/ Project	Purpose	RAG	Milestones Achieved	Milestones to be achieved
Rob Dickson / Bill Edwards	ICT Change Programme	IT underpins the majority of the corporate transformation areas and implementation of the ICT strategy will support the delivery of financial savings.	⚠️	**Progress Update:** 13 year contract for ICT services was awarded to CGI and signed on 25th March 2016. Status is Amber because the baseline Transition and Transformation plans have not yet been re-baselined following contract signature. The programme will return to Green following the re-baselining of the plans. • CGI and Agilisys have onboarded and are working closely with the ICT management team. • ERP test and development infrastructure has been stood up, Unit4 Business World software has been installed and environments handed over to Agilisys. • ICT sub-boards and project boards are working well and feeding into the ICT Board. • All key milestones are on track. • Risk review has been undertaken with CGI and programme risks are being managed through agreed governance.	Key Milestones for period: • Sign off Digital Integration PID – End May 16 • Agree baseline Transition and Transformation plans - Mid May 16 • Sign off ERP designs - End May 16 • Commence Build phase on ERP and Digital solutions • Transfer Systems Admin teams from IT to Corporate Business Management Service • Commence formal consultation activities with ICT staff transferring to CGI under TUPE • Agreement expected on scope of Digital ICT transformation programme

03

PROVIDE HIGH QUALITY SUPPORT, CARE AND PROTECTION
CORPORATE TRANSFORMATION PROGRAMME

Scottish Borders Health and Social Care PARTNERSHIP

HEALTH & SOCIAL CARE (Adult Services)

Improved outcomes for service users and carers who will have clear access routes to service and information; service change and financial savings across a range of integrated services.

Benefits

- Ability to meet increasing demand for services from an aging population
- High quality care – at home wherever possible
- Improved prevention and early intervention
- More efficient and effective service provision
- Supporting people to live independently

SBC Financial Plan Savings 2016/17

£2.449m required over 5 years

£1.986m on target to be delivered during 16/17

Key Milestones

Mar '16	Apr '16	Jun '16 - Sep '16	Oct '16	Dec '16	Jan '17
• 2015/16 savings achieved • Plans to deliver 2016/17 savings identified	• Integrated Health & Social Care service in place. Performance monitoring arrangements in place • Commissioning & Implementation plan draft plan agreed	• Targeted engagement with stakeholders and staff on Commissioning & Implementation Plan to ensure that we continue to align the services • Plans progressed to deliver the identified SBC and NHS savings	Identification of areas to achieve savings and efficiencies for 2017/18 and beyond	Integrated plans agreed and in place to deliver improvements and efficiencies from 2017/18	Draft Locality Plans developed to deliver services that are focused on the needs of the specific localities

Our Performance

72% of Adults (over 65) receive care at home, as opposed to in a residential setting [March 2016]

95% of new service users receive a service within 6 weeks of assessment [March 2016]

1.92 patients = average number of delayed discharges* from hospital during 2015/16 (patients waiting more than 14 days)

*The 2016/17 target for 'delayed discharge' is now **72hrs**. Achievement of this target will be challenging.

Programme highlights

- A period of consultation and engagement resulted in on time delivery of our Strategic Plan and supporting documents, including Financial Plan, by 1st April 2016.
- Performance monitoring framework has been developed, based on our focus on the two key target areas of **supporting people at home** and **improving the wellbeing of our staff.**
- We are developing a new **locality framework** for the planning and delivering of health and social care. This is a significant change and points the way to devolving resources, community empowerment and joint local management, resulting in a new model of care at the heart of our integration approach. A major milestone in embedding this will be Locality Plans delivered early in 2017.
- These locality plans are being developed in conjunction with, and will form part of, the **Community Planning Partnership's Locality Plans**, required under the Community Empowerment Act.

Photo shows Susan Manion (Chief Officer, Health and Social Care Integration) presenting the final Strategic Plan to the chair of the joint Board, Cllr Bhatia.

PROGRAMME LEAD: Susan Manion
PROGRAMME MANAGER: Graeme McMurdo GMcMurdo@scotborders.gov.uk

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ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE PUBLIC SERVICES
CORPORATE TRANSFORMATION PROGRAMME

INFORMATION MANAGEMENT PROJECT

Improve the management of information across SBC by changing cultures; ensure information is seen as a valuable resource, which is kept secure, accurate and open where appropriate, to allow for effective data sharing with partners.

Benefits

Compliance (legal, security, best practice and sound governance)

Improved **security** of information

Increased **confidence** in SBC's management of information

Improved **information sharing** (corporately and interagency)

Key Milestones

Jan '16 — Temporary Information Manager appointed

Mar '16 — Stage 1: Governance
Delivery of revised policies, strategies, roles, monitoring procedures, awareness raising & Training

May'16 — SBC Internet Update

Jun '16 — Stage 2: Security
- Incident Management & Data Sharing procedures
- Security Review and Protective Marking
- Review of PSN Service Agreements (with other agencies)

Stage 3: Information
- Delivery of Information Audit, Survey & Register
- Data Sharing Registers

Jul '16 — Public Sector Network (PSN)
Annual application to HMG-Cabinet Office - assurance on SBC's information security arrangements

Jun '17 — Stage 4 : Access
- Review processes in relation FOIs, Subject Access Requests (SAR), data re-use
- Revised Publication Scheme

Stage 5: Records Management
- Delivery of Business Classification
- Retention/disposal Review
- Records Management Plan

Awaiting dates for: Information Commissioner's Office (ICO) **Publication Scheme Review** and National Records of Scotland (NRS) **Records Management Plan Submission**

Our Performance

% of recorded information:
Aim to record 100% of information held by SBC

Department	% recorded pre- project	% recorded currently
Place	32	64
People	28	54
Corporate	31	38

Awareness raising:
Aim to increase awareness, using SB Learn modules:
Current baselines (based on approx. number of computer users):

Data protection training: **61%**
Computer Security Training: **73%**

Reducing risks
- using National Archive assessment tool (0 = no/low risk, 5 = high risk), reduce risks around information management:
currently **3.2**

1. Governance
2. Policy
3. Keeping Records
4. Record Systems
5. Storage and Maintenance
6. security and Access
7. Disposal
8. Data Sharing
9. Monitoring
10. Overall

0 1 2 3 4 5

SBC pre-project
SBC current assessment
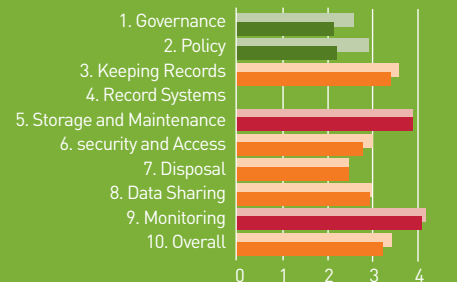
Programme highlights

- **Information Governance Policy** has been updated with a new Risk Management Strategy being implemented and the governance structure established into business as usual.
- **Training and Awareness Programme** has been reviewed at all levels including awareness raising, SBLearn, specialised training and qualifications.

think **privacy**
think **security**
think **accuracy**
think **transparency**
think **efficiency**

Scottish Borders COUNCIL think **Information**

PROGRAMME LEAD: Brian Frater
PROJECT MANAGERS: Teresa Maley / Laura Hindmarch infoteam@scotborders.gov.uk

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ENSURE EXCELLENT, ADAPTABLE, COLLABORATIVE PUBLIC SERVICES
CORPORATE TRANSFORMATION PROGRAMME

CO-PRODUCTION

Participation of communities from the outset in the development, design and delivery of service. A method of community engagement, supporting SBC's "Community Engagement" toolkit.

Benefits

- A consistent approach to working with stakeholders to design, deliver and review services to ensure they are as effective as possible
- An approach that incorporates the knowledge, skills and experience of the community.

Key Milestones

Aug '15
Short life working group established.

Dec '15
- Definition of co-production agreed
- First draft of co-production toolkit produced

Apr '16
- Co-production Toolkit presented to SBC's Corporate Management Team

May '16
- Face to face training being developed
- Explore co-production approach with Community Planning partnership

Jun '16

Jul '16
- Implement co-production approach
- E-learning module to be made available to staff

Aug '16

Mar '17
- Review implementation of approach

Our Performance

10 Number of consultations or surveys available for comment on the Council website during 2015

"We asked, You said, We did" – area of the website where we report back to the community on what they told us and what we did as a result.

www.scotborders.gov.uk/consultations

84% of people reported that they worked in partnership with their care manager in planning their social care support ('One Year On' review of the Social Care Act, 2015).

Programme highlights

- Co-production is not new. SBC has used it successfully for projects, particularly within the People Department, for example **to produce Community Learning Plans** for each High School catchment and for **social care**
- **Philiphaugh Freedom Park** was the result of the local school and community who, supported by a SBC project manager, obtained funding and identified what should be included in the park. Working with the Selkirk Flood Protection team the park was linked to the new network of pathways.
- Co-production will be the approach for working with communities and empowering them to undertake local decision making, through our **Localities Pilot** (currently in Cheviot)

PROGRAMME LEAD: **Elaine Torrance ETorrance@scotborders.gov.uk**
PROJECT MANAGERS: **CMalster@scotborders.gov.uk / SAHenderson@scotborders.gov.uk**

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04

BUILD THE CAPACITY AND RESILIENCE OF OUR COMMUNITIES AND VOLUNTARY SECTOR
CORPORATE TRANSFORMATION PROGRAMME

Scottish Borders COUNCIL

LOCALITIES
Ensure SBC activity within our 5 localities is co-ordinated, with clear actions and accountability defined in 5 locality plans.

Co-ordination and sharing of information and research

Long term **sustainability** of services and communities

Planning and delivery of service on a locality basis

Services **tailored to the needs** of a community

Engagement of communities

Berwickshire
Tweeddale
Eildon
Cheviot
Teviot and Liddesdale

Key Milestones - Cheviot Pilot

2015
- Localities approach approved: Cheviot Pilot confirmed
- Engagement begins with Councillors, Area Forum and Community Councils

Jan '16 - Mar '16
- Scottish Borders Household Survey presentation at Cheviot Area Forum (and 4 other Area Forums)
- First meeting about property assets & estate in Cheviot

Apr '16 - Jun '16
- **April**: Kelso Community Action Planning meeting
- **29 April**: Economic Development meeting with Councillors
- Assess Jedburgh for Conservation Area Regeneration Scheme (CARS) bid
- **7 June**: Transport Seminar in Jedburgh
- Mapping of property assets; identify key issues
- Roll out "Living Safely in the home" project

Jul '16 - Sep '16
- Develop Cheviot Locality Plan with community and stakeholders
- Publish Register of Assets & Estates in each locality (part of Community Empowerment Act)

Oct '16 - Dec '16
- Evaluate Cheviot Localities Pilot
- Start Locality Planning process for the other 4 localities (Eildon, Berwickshire, Teviot & Liddesdale, Tweeddale)

2017
- Consultation, engagement, and development of locality plans for all localities
- Oct: Submit 5 Locality Plans to Scottish Government, a requirement under the Community Empowerment Act.

Key parts of the localities approach

Community Empowerment (Scotland) Act 2015 - empower community bodies through the ownership or control of land and buildings; strengthening their voices in decision making.

Strategic Assessment - document that, every 2 years, brings together a large range of data and information, and evidence at both a Scottish Borders and, where available, locality level.

Cheviot SBC Officers meetings - held every 6 weeks, to develop and establish links across various projects and to understand where we can make more effective links.

Health and Social Care Locality Planning - planning and delivering health and social care at local level, with Locality Plans to be delivered early in 2017. 3 co-ordinators appointed.

Public Sector Locality Asset Planning - as part of Act (above), SBC and partners will map the assets they own in each locality, review usage and, with communities, develop plans for the future.

An Introduction to co-production - toolkit to be used across the Community Planning partnership to ensure that people are involved in the planning, delivery and review of public services.

Regular Councillor meetings - to identify key issues. So far in Cheviot, transport links and economic development have emerged as the key issues that Councillors think need to be addressed as part of the Locality Plan.

Reducing Inequalities Strategy - focus on employment & income, health & well-being, attainment, achievement & inclusion, housing & neighbourhoods, keeping people safe in each locality.

PROGRAMME LEAD: Jeanette McDiarmid
PROJECT MANAGERS: Shona Smith smsmith@scotborders.gov.uk

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BROADBAND IMPROVEMENTS – UPDATE

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

7 June 2016

1 PURPOSE AND SUMMARY

1.1 This report provides a further update to elected members on the progress that is being made in delivering improved broadband services in the Scottish Borders.

1.2 Digital connectivity is critical to the economic development and competitiveness of the Scottish Borders. Scottish Borders Council has contributed significantly to the roll-out of the Scottish Government's Digital Scotland Superfast Broadband (DSSB) programme, providing £8.4M over two years to help extend the roll-out as far as possible in the Scottish Borders.

1.3 More than 70 new superfast broadband cabinets have been installed as part of the roll-out, connecting over 19,500 premises in the Scottish Borders. The roll-out will continue until the end of 2017, aiming to serve approximately 94% of all the premises in the area. The Scottish Government has also put in place the Community Broadband Scotland (CBS) programme to support those communities and locations where the DSSB roll-out will not reach.

1.4 Although good progress is being made with the DSSB programme, there is a range of challenging issues still to be addressed in relation to providing superfast broadband services across the Scottish Borders. These issues present a significant impediment to allowing everyone access to better broadband services in an equitable way.

2 RECOMMENDATIONS

2.1 I recommend that the Executive Committee:

(a) Notes the progress made on delivering the Digital Scotland Superfast Broadband programme as set out in Appendix 1;

(b) Expresses concern over the range of issues affecting the delivery of superfast broadband in the rural areas of the Scottish Borders and asks that a letter setting out these concerns and seeking clarification is sent to the Scottish Government;

(c) Notes the work being done with Community Broadband Scotland to tackle gaps in superfast broadband provision across the South of Scotland; and

(d)   **Asks the Corporate Transformation and Services Director to prepare a report on the contribution that the new CGI contract can make to the overall improvement of digital connectivity in the Scottish Borders.**

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3   BACKGROUND

3.1   An update report to Executive Committee in February 2016 highlighted the importance of digital connectivity to the economic development and competitiveness of the Scottish Borders. Good digital connectivity is crucial for the delivery of private and public services and in meeting the needs and expectations of consumers, businesses and visitors.

3.2   The Council's aspiration is that wherever someone is located in the Scottish Borders, they should be able to access superfast broadband for business or personal use. The Council recognises that this aspiration is still some way from being fulfilled, even though good progress is being made in many parts of the area.

3.3   Through the South of Scotland Alliance, the Council has expressed concerns to Scottish Government Ministers that there is still a clear inequity between the digital connectivity in more densely populated areas and that available in rural areas like the Scottish Borders.

3.4   Scottish Borders Council has made a significant financial contribution to the current roll-out of the Scottish Government's Digital Scotland Superfast Broadband (DSSB) programme, providing £8.4M over two years to help extend the roll-out as far as possible in the Scottish Borders.

4   DIGITAL SCOTLAND SUPERFAST BROADBAND COVERAGE

4.1   The indicative outcome for the Digital Scotland Superfast Broadband (DSSB) programme is to increase superfast broadband connection to about 93.8% of premises in the Scottish Borders. This figure is based on commercial operators completing their plans in full. It is likely to mean that around 6% of premises, mainly in remoter rural areas, will not be connected to Superfast Broadband enabled infrastructure. They may only have access to slower broadband services, or have no broadband access at all.

4.2   As requested by elected members, a clear indication of which settlements have already been upgraded to have access to fibre broadband is attached at Appendix 1. This DSSB work is complemented by the commercial roll-out that BT Openreach undertook in Galashiels, Peebles, Innerleithen, and latterly, in Hawick and Kelso. Appendix 2 provides a visual representation of the areas in the Scottish Borders that have been covered by the commercial and DSSB roll-outs up until the end of 2015.

4.3   As demonstrated in Appendix 1, the roll-out of the Digital Scotland Superfast Broadband Programme is now well underway across the Scottish Borders. The first new superfast broadband cabinet went "live" in the summer of 2014 and since then a number of localities have been upgraded to fibre broadband. At the moment more than 70 new superfast broadband cabinets have been installed as part of the roll-out, enabling the provision of new services to over 19,500 premises in the Scottish Borders, as of the end of March 2016.

4.4   The DSSB programme continues to deliver on a phased basis and further areas will be upgraded over the next two years. Appendix 1 also sets out the expected rollout in terms of the exchange areas that will be worked on in the next six months or so (Section B.); the more rural areas that will receive some level of coverage later in 2016 and in 2017 (Section C.); and the most remote areas where a Superfast Broadband solution is still under evaluation (Section D). It is important to note that engineering plans and delivery timescales to install this infrastructure depend on many factors and can be subject to change. The information in Appendix 1 is based on the best view that BT Openreach has today, using their current plans.

4.5   Elected Members also requested information on the number of premises in the Scottish Borders that would be connected by the end of the programme and how many would not be connected as part of the programme. At present these figures have not been made available by the programme office. However, officers consider that it is crucial that accurate figures based on premises actually receiving an improved service are provided as part of the outputs of the programme. This is particularly important for Councils such as Scottish Borders and Dumfries & Galloway, which have made significant financial contributions to the DSSB programme.

4.6   **Limitations of the DSSB Programme**

As the DSSB programme progresses it is becoming clear that there are a number of issues with how effectively it delivers in widely dispersed rural areas like the Scottish Borders and Dumfries & Galloway. Regular concerns are being raised by residents in different parts of the Borders, especially frustrated over the lack of clarity about when a service will become available and also whether they will actually be able to see an improvement in service.

4.7   The availability of the BT website where individuals can check their postcode in the system only partly answers users' queries, but it appears unlikely that BT will be able to provide more accurate dates until specific cabinets are under construction. There is on-going work to improve the interactive map, in particular for those not yet connected. This will include informing enquirers where they may not be connected under the programme and directing them to alternative solutions.

4.8   The DSSB programme is using a fibre optic solution to increase the broadband speeds that are available. Most premises are connected to this upgraded fibre network through their existing copper telephone lines. Where the premises are reasonably close to the newly installed Superfast Broadband Cabinet, then users should see good broadband speeds when they sign up for a new fibre broadband service. However, once homes and businesses are more than 1.2km from the Superfast cabinet, they will experience a much reduced service, with those premises furthest away seeing no benefit at all. This 'long lines' issue may also have an impact close to, and within, towns and villages, as the 1.2km threshold is as measured by the existing cable routing, rather than a straight line to the cabinet.

4.9   The Council, and South of Scotland Alliance, are currently in discussion with Scottish Government officials to better understand the impact of this fact on how many premises in the Scottish Borders will actually receive a better broadband service. It seems that although 93.8% of the premises in the Scottish Borders may be connected to upgraded Superfast Broadband infrastructure, that a proportion of those premises will not be able to take advantage of new services because they are too distant from a Superfast Cabinet. This is likely to be a very frustrating situation for the businesses and householders affected and it is an issue that must be addressed in the work that is being taken forward by the new Scottish Government for future phases of digital infrastructure development.

4.10   The Scottish Government's aim has been to deliver fibre broadband to as many premises and businesses as possible. During the lifetime of the DSSB programme they will be looking for ways to make the infrastructure go further by identifying efficiencies or exploiting new technologies. In areas where fibre broadband is not an option, they will be exploring the use of other broadband technologies such as wireless and satellite to provide faster broadband.

4.11   It is important to stress that businesses and households need to sign up for new fibre based services in order to take advantage of the upgraded infrastructure. In the past, a number of service improvements have happened in BT exchanges and these have provided improved services as part of users' existing Internet Provider packages. The Superfast Roll-out requires businesses and households to sign up for a new service or new package. This is not always clear to users in the newly connected community and this has been part of the messaging that has been promoted about the rollout. It is expected that the variable take-up rates of the new service are partly due to lack of awareness of this fact.

5   ADDITIONAL BROADBAND CONNECTIVITY SUPPORT

5.1   Although the DSSB programme is likely to provide most of the faster broadband coverage in the area, there are other projects under way to help improve broadband outwith the main programme. Unfortunately, due to the level in uncertainty about the DSSB coverage and the complexity of potential solutions, a number of businesses and householders have contacted the Council over recent months to express their frustration with the range of support mechanisms that feel disjointed and complex for end users.

5.2   **Community Broadband Scotland**

Community Broadband Scotland (CBS) is working with community groups to develop projects for providing broadband solutions in the areas outwith the Superfast Broadband roll-out programme. CBS aims to fund projects in 'no build' areas, those which are not commercially covered and where the DSSB programme has no roll-out plans.

5.3   The existing CBS programme has been facing complex problems in encouraging rural communities to undertake projects. To address these issues, CBS is developing an aggregated approach that brings a number of rural communities together to provide a critical mass of premises that can then form the basis of a commissioning exercise. Currently such a strategic programme is being developed within the South of Scotland by the Southern Upland Partnership for the Tweeddale, Ettrick and Yarrow, Eskdalemuir and Newcastleton areas. The working title is 'Ettrick and Beyond'. Other CBS activities include Foulden, Lammermuir, Stobo and Heriot.

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5.4 Significant expectations and burdens are placed on communities to manage and sustain these projects. It is clear that communities need to have capacity, leadership and skills to do this, so only some communities will be able to undertake these projects. There are also significant levels of revenue and capital funding required, in addition to the funding support from CBS. Officers from the Council, as part of the South of Scotland Alliance, are currently working with Community Broadband Scotland to look at how to extend the reach of the programme. The aim is to prepare a proposal for the new Scottish Government which builds on the CBS's current work on community projects in order to reach more of the remaining 6% of premises in the South of Scotland.

5.5 **Reaching 100% Programme**

It is understood that the CBS programme will support about 20,000 premises across Scotland, out of a total of approximately 120,000 premises that will not be served by the Superfast Broadband Programme. This means that a significant number of premises will remain without superfast broadband access, especially in rural areas like the Scottish Borders. The Scottish Government has recognised the need for a national approach to this issue and is putting in place a "Reaching 100% Programme" to cover the remaining 5-6% of premises, mainly in areas of rural Scotland. This new programme will use the funding that was allocated to phase 2 of the DSSB programme, but undoubtedly additional resources will also be required if the important and ambitious target is to be achieved.

5.6 **Satellite Broadband**

Parts of the Scottish Borders are also eligible for a pilot project to provide Superfast Satellite Broadband to certain postcode areas. The pilot is being run by Avanti and receives funding from the UK Government to target up to 1000 customers across the South of Scotland, Aberdeenshire and parts of Northern Ireland. So far, approximately 30 premises have taken advantage of the pilot, which has now been extended until the end of July 2016, or whenever the funding runs out. In addition, satellite is available to sub-2 Mbps premises now via the DSSB programme. The UK government supplementary scheme (administered by DSSB) is for sub-2 Mbps premises in commercially covered areas and/or long lines. However, it is acknowledged that satellite broadband is not an ideal solution because of the limitations in the capacity of superfast broadband that can be provided.

5.7 **CGI/SBC Contract**

The major announcement of the new ICT services contract that CGI will deliver for the Council over the next 13 years has also raised the possibility of benefits for digital connectivity in the area. CGI will work with its infrastructure partner, Commsworld, to unbundle some of the exchanges in the Borders to allow CGI to deliver a superfast broadband offering to schools, communities and businesses. This could have a positive impact on the services available to businesses and households, and it is hoped that BT Openreach may also respond positively to additional competition in the area. The scope and detailed impacts of this work are still being considered by officers and a further briefing will be provided once these have been agreed with CGI/Commsworld.

5.8 **Scottish Borders Digital Strategy**

Looking to the future, there are concerns about ensuring that the Scottish Borders can benefit from future digital network improvements. There are also concerns about ensuring an inclusive approach so that people, young and old, have the skills and knowledge to use digital platforms in their working, learning and home lives. The Council and its Community Planning Partnership partners are developing a Digital Strategy that will help to set the strategic direction for the digital infrastructure that is required, both broadband and mobile communications. It will also focus on how the infrastructure can be successfully used by everyone, to make businesses more competitive, to make services more accessible and to make sure that people have access to the digital skills and knowledge that they will require in future.

6 IMPLICATIONS

6.1 **Financial**

There are no direct financial costs as a result of the recommendations of this report. The Council has already committed £8.4M of capital funding to the Digital Scotland Superfast Broadband roll-out in order to extend that programme to connect as many premises as possible in the Scottish Borders. However, it is clear that to tackle the remaining gaps in providing superfast broadband to premises there will be a national need for significant capital and revenue funding. Officers are looking at this matter and are considering ways forward, including working with Community Broadband Scotland to prepare proposals for Scottish Government that address the final 6% of premises across the South of Scotland.

6.2 **Risk and Mitigations**

There is a reputational risk to the Council if the DSSB Programme does not deliver improved services to as many premises as possible. This risk is being mitigated by on-going involvement by Council officers in the programme management of the roll-out. Scottish Government and COSLA are also involved in managing the roll-out contract to ensure that the public funding involved is used as efficiently as possible, thus ensuring that as many premises as possible are served by the technology.

6.3 **Equalities**

It is anticipated there are no adverse impacts due to race, disability, gender, age, sexual orientation or religious/belief arising from this report.

6.4 **Acting Sustainably**

The roll-out will contribute to the sustainability of local businesses and communities as it will facilitate the delivery of digital services and digital business opportunities to a much greater number of premises across the Scottish Borders. For instance, this could help reduce the need for travel and reduce vehicle emissions.

6.5 **Carbon Management**

The Superfast Broadband rollout could reduce the need for travel and have a positive impact on carbon emissions.

6.6 **Rural Proofing**

While this report does not propose any new or amended policy, the DSSB rollout will improve digital connectivity in many rural areas. However, there remain significant challenges in providing good, modern broadband services to all the rural areas of the Scottish Borders.

6.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration or Scheme of Delegation arising from this report.

7 CONSULTATION

7.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments have been incorporated into the report.

Approved by

Rob Dickson   Signature ……………………………………
Corporate Transformation
and Services Director

Author(s)

Name	Designation and Contact Number
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Background Papers:
Previous Minute Reference: Item 6, Executive Committee, 2 February 2016

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APPENDIX 1

The current plan for rollout by BT under the Digital Scotland Superfast Broadband programme is set out below.

Please note that engineering plans and delivery timescales depend on many factors and can be subject to change. All information is based on the best view BT have today using their current plans.

Scottish Borders

A. Exchanges already Accepting Orders for Superfast Broadband:

Ayton, Birgham, Chirnside, Clovenfords, Coldstream, Darnick, Duns, Earlston, Ettrick Bridge, Eyemouth, Fountainhall, Galashiels, Gattonside, Hawick, Innerleithen, Kelso, Lauder, Leitholm, Lilliesleaf, Melrose, Newtown St Boswells, Peebles, Selkirk, St Boswells, Stow, Gifford, Moffat

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B. The following Exchange Areas are now "Coming Soon" and anticipated to see a level of coverage commence over the next 6 months.

Ancrum, Ashkirk, Blainslie, Swinton, Cockburnspath, Coldingham, Denholm, Greenlaw, Jedburgh, Eddleston, Liddesdale, Oxton, Reston, Roxburgh, Skirling, Stichill, Paxton, West Linton, Westruther, Whitsome, Yetholm, Bentpath, Canonbie, Langholm, Temple

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C. The following Exchange Areas are planned and in scope for a level of coverage phased through 2016 and into 2017, subject to survey.

Abbey St Bathans, Bonchester Bridge, Borthwick Brae, Camptown, Crailing, Drochil Castle, Gordon, Grantshouse, Heriot, Kirkton Manor, Lempitlaw, Longformacus, Morebattle, Smailholm, Steele Road, Stobo, Teviotdale, Walkerburn, Yarrowford, Innerwick

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D. The following Exchange Areas remain under evaluation but BT are reviewing detailed plans to determine what coverage is possible, within existing budgets or with new funds.

Cappercleuch, Ettrick Valley, Tweedsmuir, Yarrow, Eskdalemuir, Humbie

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
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DSSB RoS Deployment - Scottish Borders

Postcodes are marked as 'live' when fibre broadband is available to at least 1 premise in the postcode. Individual postcodes may receive deployment in multiple, non-consecutive phases of the DSSB project.

Postcode Boundaries: National Records of Scotland (2014)
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Legend

State Aid NGA Classification

More than 1 Supplier

Single Supplier

No Commercial Coverage

RoS Boundaries

HIE Project Boundary

Live Postcodes

Deployed Postcodes in Year 2014-15

Deployed Postcodes in Quarter 1 2015-16

Deployed Postcodes in Quarter 2 2015-16

Deployed Postcodes in Quarter 3 2015-16

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SCOTTISH BORDERS CYCLE TOURISM STRATEGY – DRAFT FOR CONSULTATION

Report by Corporate Transformation & Services Director

EXECUTIVE COMMITTEE

7 June 2016

1   PURPOSE AND SUMMARY

1.1   **This report seeks approval for a consultation exercise for the Draft Scottish Borders Cycle Tourism Strategy 2016-2021.**

1.2   The Scottish Borders has a long-established and substantial leisure cycling offer as well as world-class mountain biking. It has been agreed that a strategy for cycle tourism in the Scottish Borders should be developed to provide a strategic framework for the development of cycling in the area.

1.3   The Draft Scottish Borders Cycle Tourism Strategy is set out in Appendix 1. It details the product strengths, the challenges and the ambitions of using cycling as a means to deliver economic benefit for the Scottish Borders economy. It also highlights key issues that need to be addressed to achieve that.

1.4   This document will be used as the focus for a consultation exercise ensuring that all relevant partners, stakeholders and interested groups are fully involved in finalising the strategy. An Action Plan will also be produced as part of the consultation process.

2   RECOMMENDATIONS

2.1   **I recommend that the Executive Committee:**

(a)   Notes the Draft Scottish Borders Cycle Tourism Strategy 2016-2021 set out in Appendix 1;

(b)   Agrees that a consultation exercise built around the Draft Strategy should be undertaken over the Summer period; and

(c)   Asks the Corporate Transformation and Services Director to present a report to the Committee following completion of the consultation process.

3   BACKGROUND

3.1   The Scottish Borders has a long-established and substantial leisure cycling offer as well as world-class mountain biking at the 7stanes sites at Glentress, Innerleithen and Newcastleton. It also has an attractive series of natural trails on the hills. The natural assets of the area provide a wonderful cycling playground and a range of cycle friendly services. Unlike other activities, cycling is available throughout the Scottish Borders offering a good opportunity for geographic spread.

3.2   Following the development of the 7stanes mountain biking centres and a concerted effort to promote leisure cycling from 2009 via the Scottish Borders Recreational Cycling Group (SBRCG), cycling has become a key tourism product for the Scottish Borders. This period of activity coincided with a growth in the number of cycling and mountain biking events with TweedLove, the Tour de Lauder, the Tour o' the Borders and the Enduro World Series, all helping to promote the Scottish Borders and raise its profile as a cycling destination.

3.3   Activity to date has mostly relied on funding from EU funding sources such as LEADER, or as support activity around the regular hosting of the Tour of Britain. This has resulted in irregular bursts of activity and momentum. As part of the LEADER-funded projects by the SBRCG a website was developed under the Cycle Scottish Borders banner.

3.4   On the completion of the second LEADER project a report concluded that in future both leisure cycling and mountain biking should be promoted together, i.e. in an 'all wheels' project. This idea has not been progressed due to funding constraints. There is now a need to consider the current position and look again at the opportunities to use cycle tourism as a means to increase economic benefit to the Scottish Borders.

4   DRAFT CYCLING TOURISM STRATEGY

4.1   There is currently a marked increase in public interest in cycling tourism within the UK, especially following the success of the 2012 Olympics, Tour De France Yorkshire Grand Depart and the Glasgow Commonwealth Games. There is also a significant increase in primetime TV coverage of cycling events, as the market has developed.

4.2   The Scottish Borders has good coverage of national cycling routes and excellent circular, forest, town and off-road routes so it is well placed to take advantage of the cycling tourism opportunity. There is also a unique 'cycling' orientated population shift with a large number of active riders, children and athletes in development. National cycling statistics currently demonstrate 43% of the population owns or has access to a bicycle. The National Travel Survey also notes that around 8% of the population (3 million people) cycle 3 times a week or more; and in total 34% of the population (20 million people) say they cycle once a year or more.

4.3   Scottish Borders Council has supported a project to ensure cycling events received support in order to grow and develop in a cohesive and sustainable way. This has enabled the events sector to continue to thrive and promote the Scottish Borders as a cycling 'destination' in the broadest sense. Building on this, the Council Administration's manifesto, Ambitious for the Borders, sets out an ambition to make the Scottish Borders one of Britain's premier destinations for outdoor activities, both sporting and leisure. There is a particular focus on cycling and walking.

4.4   Council officers have identified that there is a continued requirement for investment into cycling product development in all areas. In order to ensure this is addressed in a strategic and coordinated way, there is now a requirement for a Scottish Borders Cycle Tourism Strategy. It is intended that this strategy will encompass event development, infrastructure and marketing to maximise cycling events and tourism opportunities.

4.5   A Draft Scottish Borders Cycle Tourism Strategy for the period 2016 to 2021 is set out in Appendix 1. The Draft Strategy has been developed as a strong starting point for a consultation exercise with wider stakeholders and interest groups. It is intended that the strategy reflects the business opportunities around cycling, as well as providing a focus for planning new cycling infrastructure and building on the strong events offer that currently exists.

4.6   The overall aim is for the Scottish Borders Cycle Tourism Strategy to boost the Scottish Borders economy and accelerate the growth of cycling both from an events and tourism perspective by encouraging and working across a broad remit. The Scottish Borders is already a leading destination for cycling in the UK and by 2021 the aim will be to achieve world class bike destination status.

4.7   The consultation exercise will be undertaken over the summer period. It will involve workshops and discussions with tourism businesses, communities and interested groups, such as cycling clubs, and Community Planning Partners such as VisitScotland and Forestry Commission Scotland. The team will also draw on the expertise and experience of Cycling Scotland and the Developing Mountain Biking in Scotland Project, which is based at Glentress. It is expected that a detailed Action Plan will be also be prepared through the information and input gathered during the consultation.

5   IMPLICATIONS

5.1   **Financial**

There are no direct financial costs as a result of the recommendations of this report as existing staff time and project budgets will be used to undertake the consultation. A key part of the consultation exercise will be to discuss and identify how additional resources can be drawn into the area to support the development of cycle tourism. This resource discussion will be linked to the development of a detailed Action Plan.

5.2   **Risk and Mitigations**

There is a reputational risk to the Council if it does not support businesses and communities to take advantage of the opportunities provided by cycle tourism. The development of a Scottish Borders Cycle Tourism strategy that has input from a wide range of stakeholders will mitigate this risk.

5.3   **Equalities**

It is anticipated there are no adverse impacts due to race, disability, gender, age, sexual orientation or religious/belief arising from this report.

5.4   **Acting Sustainably**

The encouragement of cycle tourism will help support economic activity across the Scottish Borders, bringing in new and repeat visitors to the area and raising the profile of the Scottish Borders at a national and international level. There are also opportunities to link cycle tourism to the Borders Railway and the Core Path Network.

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5.5 **Carbon Management**

Increasing the volume of visitors who are using bicycles for transport and recreation could reduce the need for travel and have a positive impact on carbon emissions.

5.6 **Rural Proofing**

The Draft Cycle Tourism Strategy will require to be rural proofed before it is finally approved later in the year. The Strategy could have a positive impact for rural areas of the Scottish Borders as many of the best road and mountain biking routes are in the remoter parts of the Scottish Borders.

5.7 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to be made to the Scheme of Administration or Scheme of Delegation arising from this report.

6 CONSULTATION

6.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Chief Officer Audit and Risk, the Chief Officer HR and the Clerk to the Council have been consulted and their comments incorporated into the report.

Approved by

Rob Dickson   Signature ………………………………..
Corporate Transformation
and Services Director

Author(s)

Name	Designation and Contact Number
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Draft Scottish Borders Cycle Tourism Strategy 2016-2021

'Keeping up the momentum'

May 2016   Draft

1. Purpose of Document

The purpose of this document is to set out a proposed five year strategy for cycle tourism in the Scottish Borders until 2021. It details the product strengths, the challenges and the ambitions of using cycling as a means to deliver economic benefit to the area. It also highlights key issues needing to be addressed. A proposed Action Plan details how three key objectives will be achieved through the support of collaborative working. This document will be used as part of a consultation exercise ensuring that all relevant partners and interested groups are fully engaged with prior to progressing an agreed Action Plan.

2. Introduction

The Scottish Borders has a long-established and substantial leisure cycling offer along with world-class mountain biking at the 7stanes sites at Glentress, Innerleithen, Newcastleton, and also a series of natural trails. The natural assets of the Scottish Borders provides a wonderful cycling playground and a range of cycle friendly services. Unlike other activities, cycling[1] is available throughout the Borders offering a good opportunity for geographic spread.

Following the development of the 7stanes and a concerted effort to promote leisure cycling from 2009 via the Scottish Borders Recreational Cycling Group (SBRCG), cycling has become a key tourism product for the area. The SBRCG comprised a number of organisations and interests with either a remit for, or an interest in, the promotion of leisure cycling. This period of activity coincided with a growth in the number of cycling and mountain biking events with TweedLove, the Tour de Lauder, the Tour o' the Borders and the Enduro World Series exploding on to the scene helping to promote the area and firmly putting it on the 'map'.

Activity to date has mostly relied on funding from sources such as LEADER or LUPS, or as support activity around the regular hosting of the Tour of Britain, resulting in infrequent bursts of activity and momentum. Some of this funding supported a Project Manager working a few days each month delivering planned activity. As part of the LEADER-funded projects by the SBRCG a website was developed under the heading of Cycle Scottish Borders. On the completion of the second LEADER project the final report concluded that going forward both leisure cycling and mountain biking should be promoted together, i.e. in an 'all wheels' project. Due to a lack of funding this idea has not been progressed.

There is now a need to consider activity to date whilst looking at the bigger opportunity and to develop an Action Plan using cycle tourism as a means to increase economic benefit to the Scottish Borders.

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[1] Unless otherwise specified and for the purposes of this document, 'cycling' refers to both leisure cycling and mountain biking.

3. Value of Cycle Tourism

Cycling is a thriving sector of Scotland's tourism industry. VisitScotland's research shows that in the first nine months of 2015 alone, GB residents who took part in cycling and mountain biking during overnight or day trips to Scotland spent almost £155 million. There is fantastic potential to build on that to increase the impact and benefits for the whole country and for the Scottish Borders, which offers some of Scotland's most exceptional landscapes and outstanding routes and trails for the activity.

Little or no data exists specifically for the Scottish Borders, and this has been identified as an issue going forward. Without baseline data it is difficult to identify growth targets or to measure what success may look like.

<div style="border:1px solid black; color:red; text-align:center;">
Issue – there is a requirement to better understand the cycle tourism market
</div>

4. Strategic Considerations

Ambitious for the Borders sets out that the Council administration will ensure that economic development is the key driver by:
- Supporting our communities through a focused programme of regeneration and rural development with an emphasis on working with the Scottish Government
- Strengthening our targeted marketing strategy to attract business into the Scottish Borders and building on the opportunities provided by the Borders Railway

Furthermore the ***Scottish Borders Economic Strategy 2023*** has four key strategic aims:
- Creating the conditions for business to compete
- Building on our assets
- Developing the workforce of the future
- Providing Leadership

In addition SBC's ***Corporate Plan*** has eight priorities, which relate to both external and internal facing services. The two that are most relevant to this Action Plan are:
- Encouraging sustainable economic growth
- Developing our assets and resources

Furthermore, consideration must be given to the need to
- Maximising the Place – town centres, activity tourism and location
- Focusing on our competitive advantage and also our natural assets
- Encouraging entrepreneurial activity.
- Opportunities for economic diversification and further development of the rural economy.

4.1 Local Access and Transport Strategy

This consultation document contains a section on cycling and walking and suggests a long term future cycling network, primarily utilising the existing former rail network. Specifically it acknowledges that cycling and walking are fundamental elements of any integrated transport

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system offering a wide range of benefits including cheap flexible transport, increased health benefits and pollution-free travel.

A number of relevant discussion points are raised in this document including a potential pilot project to develop and promote 'Sections of Quiet Road'. This section of quieter road at a selected location would be specifically linked to the development of a strategic shared access network for the Scottish Borders. Such an initiative would deliver economic and tourism related benefits for the area.

Another discussion point within this document includes safeguarding the 125 mile network of former railway lines, which have the potential to be used as safer walking, cycling and horse riding routes.

4.2 Cycling Action Plan for Scotland

This document by Cycling Scotland contains 19 actions, and outlines how through working in partnership the shared vision that by 2020, 10% of everyday journeys taken in Scotland will be by bike, will be achieved.

These actions include Borders specific approaches to supporting functional cycling, the promotion and support of community-led cycling initiatives and the development of the National Cycling Network.

4.3 Abellio ScotRail Cycle Innovation Plan

This details Abellio ScotRail's vision and approach to sustainable transport. Specifically it details plans to include a Bike & Go service at Tweedbank, their intention to support feature cycle events and also develop a leisure programme for popular cycle destinations such as the Scottish Borders. Furthermore cycle events will be a mandatory item on the agenda of the ScotRail Cycle Forum.

4.4 The South East Scotland Strategic Development Plan Authority

SESplan is a partnership of six Member Authorities comprising the City of Edinburgh, East Lothian, Midlothian, Fife, Scottish Borders and West Lothian, working together on strategic development planning matters. SESplan's key role is to prepare and maintain an up to date Strategic Development Plan (SDP) for the South East Scotland area. This process involves engaging key stakeholders and the wider community. The first SDP was approved by Scottish Ministers in June 2013.

4.5 Green Networks

Scottish Natural Heritage encourages a green network. Such a network has multiple objectives, often with a primary aim of improving the environment for people, and usually to help to improve the economic status of an area, by making it more attractive place to live and work. SBC has fed into this network

4.6 The Tourism Development Framework

Published by VisitScotland with input from many parties, including SBC, the Tourism Development Framework for Scotland looks at the role of the planning system in delivering the visitor economy. It contains a specific section on leisure cycling and mountain biking and reference is made to the Glentress Masterplan. This document also contains development priorities for the Scottish Borders across a number of areas including transport, accommodation and activities with specific reference included on mountain biking and the railway.

4.7 The National Tourism Strategy

The National Strategy: *Tourism Scotland 2020* was developed to target markets offering the greatest growth potential, focusing on developing key assets through collaboration in order to offer visitors a diverse range of authentic experiences. The Strategy states 'playing' to Scotland's strengths is one half of the step change required. In order to develop quality and authentic tourism experiences we must also build the capability of our businesses and the industry as a whole in the following key areas:

- Leadership and collaboration
- Sustainable tourism
- Quality and skills
- Marketing

4.8 Regional Tourism Context

The Scottish Borders Area Tourism Partnership's vision up until 2020 is to grow tourism visits and spend in the Scottish Borders, through positioning and promotion as, a sustainable, year-round destination, which capitalises on its unique geography, heritage, natural environment and people. Cycling features as a key action within the ATP's plan.

4.9 Event Strategies

With the increase in cycling events in the area it is worth noting that VisitScotland's Events Strategy states the need:

- to utilise and develop the assets that Scotland has which make it The Perfect Stage for events
- to deliver a portfolio of events which provide world leading authentic experiences for residents and visitors

SBC's Events Plan 2014-2020 has the following objectives:

- To support the development of events
- To encourage effective event promotion and marketing
- To ensure events are evaluated so we understand their economic impact

5. Competitive Positioning

In a previous LEADER-funded project for leisure cycling the Scottish Borders was positioned as 'Scotland's leading cycling destination'. It should be noted that although mountain biking was not explicitly promoted as part of this project the world class status of 7stanes was implied, or 'borrowed', to help reinforce this positioning.

Furthermore, as a result of a pilot project to expand VisitScotland's Cyclists Welcome Scheme the Borders is well served with scheme members and this adds weight to the Scottish Borders being the most friendly cycling destination in Scotland.

The growth in the number of cycling events continues to help raise the profile and provide plenty of content for social media. In short, the area has a wealth of cycle tourism assets.

Although very little specific marketing activity currently takes place, the 'leading' positioning continues to be used as and when the opportunity arises e.g. during the promotion of the Tour of

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Britain to promote Cycle Scottish Borders, and where relevant in VisitScotland's regional marketing activity.

It should be noted that at the time the 'leading destination' positioning was created few areas in Scotland were using cycling as a key product message and as a result the Scottish Borders was often cited as best practice in cycle tourism. These days there are other Local Authorities who are keen to do more to promote the cycling in their areas, however only a few have the mix of mountain biking and leisure cycling – e.g. Perthshire, Dumfries & Galloway and the Highlands. Fife has previously undertaken significant activity to promote their leisure cycle routes and more recently Edinburgh and the Lothian's Area Tourism Partnership has explored the possibility of working collaboratively to promote leisure cycling across the wider region. Midlothian has subsequently taken a further step by hosting a stand-alone workshop to develop their cycle tourism offer and have now published a factsheet on cycle-friendly businesses. They are also keen to maximise cycling and walking opportunities associated with the Borders Railway. Glasgow and Dundee also have broad cycling strategies that are not tourism specific.

Beyond Scotland, areas such as Yorkshire, the Lake District, the Peak District and Devon & Cornwall all have good cycling product and some have very good mountain biking. The hosting of the Grand Depart of the Tour de France in Yorkshire, and the high profile Tour de Yorkshire have done much to position Yorkshire as a key cycling destination in the UK. These areas (and many others) also host stages of the Tour of Britain which shine a media spotlight and help add credibility to a destination. Wales also has a good offering of both cycling and mountain biking and a range of cycling events such as the Velothon Wales with 18,000 riders taking part in this closed road sportive, and the Dragon Ride with four distances including the Dragon Devil offering a 305km route for more experienced riders. It is an increasingly competitive market from a domestic tourism perspective and without having a presence in the market place the Scottish Borders will be difficult to find and the potential to increase economic benefit will be greatly reduced.

Overseas competitors are many and varied and include Majorca, Italy, numerous alpine/mountain destinations in Europe, and also much further afield e.g. the USA, Canada or in New Zealand.

> Issue – in an increasingly competitive environment the Scottish Borders needs to be promoted, however funding for this activity is limited

6. Scottish Borders Product Strengths

6.1 Leisure Cycling

There are hundreds of miles of leisure cycling routes on mainly quiet roads across the Borders, including a good range of long distance routes. Please refer to the map in the Appendix.

- The Borderloop is 250 miles long and provides a reasonably comprehensive tour of the area.
- The 4 Abbeys is 55 miles long and links the Borders' key abbeys
- Tweed Cycle Route follows the course of the Tweed along a 95 mile route
- The Coast & Castles route uses NCN1 and passes through the area from Newcastle to Edinburgh.
- The Southern Borders Loop, a recent addition to the long distance routes, links Hawick and Newcastleton over two distance choices; as yet not specifically signposted.

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The area is also well served by an excellent range of shorter local cycling trails from:

Duns – 5 trails at 4.5, 10, 16, 16.5 and 25.5 mile distances
Eyemouth – 4 trails at 8.5, 14, 20 and 26 mile distances
Hawick – 4 trails at 7, 14, 14.5 and 19 mile distances
Innerleithen – 3 trails at 37, 42 and 53 mile distances, including the local favourite Megget & Talla
Jedburgh – 5 trails at 7, 11.5, 17.5, 19 and 20 mile distances
Kelso – 5 trails at 5.5,14, 18.5, 20.5 and 24 mile distances
Melrose – 4 trails at 5, 8, 13.5 and 15.5 mile distances
Peebles – 5 trails at 7.5, 13, 20.5, 22.5 and 26 mile distances
Selkirk – 4 trails at 7, 8.5, 16 and 19.5 mile distances

The long distance routes are more suitable for confident, main purpose cyclists, whilst some of the trails from the towns provide plenty of cycling opportunities over a variety of distances.

SBC has recently developed an off-road route on the former railway line between Peebles and Innerleithen which has proven to be very popular with over 70,000 people using the path on an annual basis. Subsequently, a number of communities throughout the Scottish Borders have indicated a desire to see a strategic network of routes that would help to connect local towns and villages together.

Bike hire is available in a number of locations throughout the Borders, but predominantly in the Tweed Valley and also in Newcastleton. Electric bike hire is only available in the Tweed Valley.

> Issue - although the area is well served by bike routes there is currently no bike hire in Berwickshire, and the potential for more electric bike hire also needs to be considered

6.2 Mountain Biking

The Scottish Borders can boast world-class mountain biking with the 7stanes at Glentress, Innerleithen and Newcastleton. The mountain biking options are varied and are suited to both beginners and more experienced either in cross country or downhill. The 7stanes trails are graded so users can identify the trail most suited to their ability and this provides the opportunity to either progress as their skills develop, or to participate as a family. Further details on developments in the Tweed Valley can be found in section 8.1.

Further mountain biking trails are to be found around Jedburgh, promoted locally as Jedforest Trails and comprise a unique mixture of waymarked mountain bike routes. They consist of an eclectic mix of natural and man-made surfaced trails linked by forest track and some tarmac roads. This includes the 40km Justice Trail and also three family routes.

The Duke of Roxburghe has recently provided consent for Kelso Wheelers to lease Angraflats plantation on the outskirts of Kelso for an off-road cycling area, which would provide improved local training facilities and encourage more people to take up the sport.

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6.3 Welcoming Cyclists

There is excellent provision of services for cycle visitors with approximately 100 businesses in VisitScotland's Cyclists Welcome Scheme. Membership of this scheme provides these businesses with the opportunity to be listed on the Cycle Scottish Borders website for free. The Tweed Valley Tourism Consortium also promotes a Mountain Bike Hospitality Scheme for those businesses who specifically cater for the needs of mountain bikers to the area.

6.4 A Developing Events Calendar

The Scottish Borders has a very good range of cycling events to both participate in and to spectate at. Events such as TweedLove, the Tour o' the Borders, Tour de Lauder and the Enduro World Series all help to raise awareness of what the area has to offer.

The frequent hosting of the Tour of Britain brings a significant media spotlight with it and the traffic to the Cycle Scottish Borders site significantly increases when the event is in town , eg from 550 visits per week to almost 2,000.

New events continue to appear and be explored with 2016-17 looking as if it is going to have at least three new significant cycle events in the calendar (The Train Ride, The Gran Fonduro and a PoppyScotland charity cycle ride). The growth in the number of new events may have an impact on existing club events who have been experiencing a drop in participants.

In recent times the Tweed Valley has benefited from the growth in endurance events, hosting the Enduro Worlds Series twice. The market is predominantly private sector led and attracts a wide audience from both the UK and Internationally. The events are characterised by participants paying an entry fee which helps to offset the costs of the overall event. This as a new growth area which needs to be capitalised on and the Scottish Borders is a perfect location.

> Issue – consider the implications in the growth in the number of cycling events given the drop off in established club events

6.5 Borders Railway

The Borders Railway provides an opportunity for more visitors to access the area with the Edinburgh catchment area alone representing a significant market. There is room for two bikes per train, if space allows more cyclists will be accommodated on each journey at the discretion of the staff. Anecdotally, travellers with bikes appear to be accommodated. As yet there is no bike hire available at any of the Borders' stations, but there is the potential for a Bike & Go facility operated in partnership with ScotRail at Tweedbank.

The nearest bike hire is available in Galashiels and also in Melrose. The railway provides an opportunity for spectators to travel and attend cycling events in the area, e.g. The Tour of Britain. Abellio ScotRail's Cycling Innovation Plan states that they will support/feature key cycle events in Scotland. Although early stages this has yet to manifest itself into anything meaningful.

There is good provision of cycle racks at the new stations and also throughout the area's towns.

Opportunities exist to work in partnership with Midlothian to promote the cycling (and walking) routes from the stations along the Borders Railway.

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Issue – bike hire opportunities at the railway stations have not yet been delivered
</div>

<div style="border:1px solid red; color:red; text-align:center">
Issue – can the space on trains to carry bikes be improved and incorporate the programme of cycling related events?
</div>

7. Scottish Borders Product Challenges

A number of issues and actions were identified in the Tourism Destination Audit undertaken in 2015 as part of the activity surrounding the re-introduction of the Borders Railway. This included the need for the development of:

- additional hostel/bunkhouse style accommodation (favoured by those undertaking outdoor activities)
- bike hire at stations
- bike hire/drop off at attractions
- small group bike tours from stations
- extended opening hours of attractions
- extended opening hours for bike hire into the evening during summertime

Currently there are no packaged up attractions/ lunch and bike hire options to promote to potential visitors at present. The Borders only features in the programmes offered by a limited number of cycling tour operators – either for cycling holidays or for the purposes of training for participation in endurance events. There are also a number of operators based in the Tweed Valley offering guiding and skills coaching for mountain biking.

7.1 Infrastructure and Future Development

From consultation responses it is clear that the general public would like to see a network of custom made off-road cycle routes between our key towns and smaller settlements, providing a safer environment for cyclists of all ages and encouraging more people to park the car and use sustainable means of transport.

The key to the development of this network is the utilisation of the former railway lines that cross our area, although the promotion and development of these routes can be expensive to provide and normally require strong political support in order to succeed.

In some towns where bike trails are developed and new entry points made into towns the signage starts to become confusing, for example in Innerleithen. Existing signage needs to be considered and, if new trails are created, this needs a signage review process.

7.2 Cycle Scottish Borders

The Cycle Scottish Borders website has recently been re-developed to ensure that it is mobile responsive and easily accessed by those on phones, tablets or from interactive screens at stations and in towns. The content will continue to focus on leisure cycling with mountain biking content being provided by way of links to the 7stanes site and Jedforest Trails. Future consideration needs to be given to how best to integrate mountain biking content going forward.

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The content for this site is currently kept up to date on a freelance basis when budget can be found to pay for this service. This also applies to the upkeep of the social media presence on Twitter and Facebook. There is a need to explore options to ensure that the upkeep of these services can be maintained longer term.

> Issue – the main focus of the Cycle Scottish Borders website is leisure cycling, mountain biking will need to be made more prominent

> Issue –is there a long term resource to manage the online presence of Cycle Scottish Borders?

7.3 Current Events

With an increase in the number of cycling events on offer across the UK there is a need to ensure that the events in the Scottish Borders are sustainable. The origin of the events is often different – some are developed by professional event organisers or charities, others by enthusiastic locals and others by established cycling clubs. Some of the events are more suited to locals or club members and others attract participants, spectators and the media from across the world.

The Tour of Britain in particular is in a class of its own; it sweeps in and out of the Borders bringing a significant entourage, thousands of spectators and considerable media coverage. The estimated EI for the area in 2015 was £307k. Average viewing figures for Stage 3 in 2015 from Cockermouth to Kelso were 250,000 for the live coverage, 385,000 for the highlights package and 36,000 from repeats. 13 TV broadcasters broadcast over 129 territories providing a total potential reach for the full event of 116,487,600.

There are also smaller cycling events that are included in the wider programmes of Common Ridings and Festivals throughout the Borders.

Some cycling events happen on one day and others last up to two weeks. Some of the events due to the size and scale have a requirement to go through the Safety Advisory Group. A number of events seek Temporary Traffic Regulation Orders and close roads – sometimes these road closures are considered an inconvenience to the local community.

Events secure funding from a variety of sources – mainly SBC and EventScotland - and others do not bother. Sponsorship is not often readily available. Each event has a different business model and some of these models are not as profitable as others. With some events outgrowing their original model there is a need for organisers to do more to monetise their events in order to develop a more sustainable model, however, this is not always easy to achieve.

> Issue – events need to be developed to be sustainable in the longer term

7.4 7stanes

Following a reduction in public sector funding the 7stanes Community Interest Company (CIC) was established in 2009 and had responsibility for the promotion of all the 7stanes trail centres. Unfortunately, it has proved difficult to keep the CIC financially viable and it wound up on 31 March

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2016. At this point the responsibility for the promotion of the 7stanes passed back to Forest Enterprise Scotland. Given the importance of 7stanes there is a need to ensure the promotion of the trails is maintained and that this fundamental change does not impact directly on the numbers visiting the mountain biking centres in the area.

> Issue – adequate promotion of the 7stanes needs to be in place

7.5 Collaboration and Communication

At the moment cycle tourism is often developed in isolation by the various stakeholders/groups and agencies. With the above points highlighted there needs to be a specific communication structure between the various departments within SBC and also engagement with key external agencies and partners so that the entire cycle tourism sector is catered for as changes occur and initiatives are developed.

8. The Opportunity

Looking at the wider cycle tourism market consideration needs to be given to what needs to be done to develop our facilities and welcome cycling visitors throughout the area. The Scottish Borders led the way in establishing itself as a cycle friendly destination, underpinned by an exciting event calendar, but the impetus behind this earlier initiative has fallen by the wayside due to a lack of resource. The re-introduction of the Borders Railway provides further opportunities for product development.

There is the potential for the Borders to achieve world class bike destination status and increase the economic benefit that this activity can bring to the area

There is the need to look at the many touch points cyclists come into contact with and identify areas for improvement – starting with the issues identified within the Destination Audit.

Consideration of the Tweed Valley Destination Bike concept previously outlined by Hillside Outside should also be re-visited as should any strategic plans by the Developing Mountain Biking in Scotland initiative and the Scottish Cycle Tourism Forum. Ambitions of local communities such as Ettrick & Yarrow Valley and Selkirk to develop their cycling offer should also be explored. Collaboration with Midlothian to develop cycling options along the Railway corridor should also be considered.

Furthermore following the demise of the 7stanes CIC there is a need for close working with FES and VisitScotland to ensure that the 7stanes receive the appropriate level of promotion to encourage future visitors. The continued growth in cycling events will require close working with EventScotland to ensure that the Scottish Borders is considered as a key destination to host future international and national events.

An ambitious approach appropriately resourced is now required to underpin the proposition of the Scottish Borders actually *being* Scotland's leading cycling destination, rather than just laying claim to it.

> Issue – is a lack of resource holding the Scottish Borders back?

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8.1 The Tweed Valley

Glentress Forest is at the heart of the Tweed Valley and forms a key component of the Scottish Borders Tourism offer, attracting over 300,000 visitors a year. Over the last 15 years Glentress has grown to become a premier mountain biking destinations, acting as the flagship 7stanes venue with over 50 miles of world class mountain bike trails.

The Glentress Masterplan, which has recently been approved, has been developed to guide the future sustainable development of the Glentress forest visitor attraction located in the Tweed Valley between Peebles and Innerleithen. The Masterplan presents a strategic context for this part of the valley and sets out proposals for development to enhance the visitor attraction. The Scottish Borders continues to suffer from a low average stay by visitors, at 2.2 days. With that in mind the Masterplan considers a wider programme of diversification and development that could be delivered, whilst protecting and enhancing the forest park setting. FES need to allow for any refresh or modest provision of additional trail development (this poses a challenge as public resources are under pressure), hence the desire to develop new income streams through diversification into more commercial enterprises and charging for secondary activities and attractions.

Furthermore the Tweed Valley Mountain Biking Stakeholder Group has agreed a number of key actions, which will aim to continue the growth of mountain biking in the area. The Tweed Valley MTB Action Plan highlights opportunities to invest in the Glentress and Innerleithen trails and facilities, which attract over 330,000 visitors per year to the Tweed Valley Forest Park. Development of additional outdoor and indoor activities, longer opening hours for local businesses and facilities and investment in accommodation and other facilities have also been identified by the Stakeholder Group as key to building on the efforts made so far.

Proposals for a mechanical uplift at Traquair Forest by Action for the Innerleithen Mechanical Uplift (AIMUp) were also considered. It was recognised that the best prospect for taking forward the proposal was through a private sector investment as it will not be possible to provide the necessary financial support from Scottish Borders Council (SBC) and public sector partners due to uncertainty about the projected visitor numbers and the ongoing sustainability of the project at a time when public money is very tight.

> Issue – the Scottish Borders suffers from a low average stay of 2.2 nights. Cycle tourism can contribute to an increase in the length of stay.

9. The Ambition

As previously stated the Scottish Borders suffers from a low average stay of 2.2 nights. There is therefore a need to develop products that encourage visitors to stay longer, ie give them more things to do using a combination of existing assets and new products.

9.1 Routes & Infrastructure
The following would enhance the product offering:

- An extension of the Tweed Valley Railway Path from Innerleithen to Walkerburn;
- The development of a route from Peebles to Roslin;
- The development of an off-road route between Galashiels and Edinburgh via Peebles;
- A route between Melrose and Oxton utilising sections of off-road paths and quieter roads;

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- The development of an off-road route between Newtown St Boswells and Coldstream via Kelso ;
- The development of an off-road route between Earlston and Eyemouth via Duns and Reston;

9.2 Tourism packaging

Future development of attractive tourism packages for cyclists requires investment and collaboration. The starting point will be the key actions identified in the Tourism Destination Audit.

9.2.1 Cycling Hubs

There is scope to develop a number of towns as cycling 'hubs'. A hub could have

- a range of good cycling routes to venture out from
- cycle hire opportunities (or car parking for those who have brought their own bikes)
- a good range of businesses welcoming cyclists both in the town and along the routes
- route maps/an App
- cycling tours on offer (see 9.2 .2 for further thoughts)
- cycle racks
- cycle events, where possible
- a pilot project for 'Quiet Roads' in the vicinity of a hub

The Stirling Cycle Hub offers much of the above, and could be used as a model to explore opportunities to develop a physical presence at a railway station. Other 'hubs' have the potential to be virtual without the need of a physical presence.

Some towns already offer some of the above but are not promoted as a hub as such, although it should be noted that Newcastleton has previously been positioned as the most cycle friendly destination in Scotland linked to the number of CWS members in the village – in reality, this would now need to be re-visited.

Newcastleton and Hawick may also provide some opportunities to explore joint working with Kielder Forest.

9.2.2 The Borders Railway - Cycle Tours

As yet there is no operator offering visitors arriving by train with the opportunity to be met with a bike and taken on an afternoon/day tour of the adjacent area. These tours could visit key attractions and stop for lunch or afternoon tea thereby providing opportunities to showcase the best of the Borders Food and Drink offer and encourage geographic spread around the area.

A further, basic offering would be to have cycle hire on offer at Galashiels or Tweedbank with self-guided routes on offer.

9.2.3 Themed routes

Many other destinations have themed routes on offer and these routes can provide good hooks for promotional purposes. Consideration should be given to developing themed routes, eg Big Houses , food and drink, or Sir Walter Scott.

These routes could either be offered as cycle tour packages or as self-guided route options.

9.2.4 Events

Events provide content for promotional activity and increase traffic to the Cycle Scottish Borders website. With the range of events now on offer in the calendar, there is a need to maximise the opportunities to encourage those in attendance to stay longer, come with family/friends or do more whilst in the area. Businesses with an interest in the cycle tourism market should be encouraged to develop offers and packages and to work together. Packages around the 2017 Tour of Britain should specifically be considered.

Sponsorship of events should also be considered as opportunities for inward investment which might offer corporate hospitality packages.

9.3 Positioning

It is crucial for the Scottish Borders not to fall behind and continued product development is a priority in order to maintain a competitive position. Development of infrastructure and product development of the tourism offer are key (see above). The Scottish Borders must have a structured strategy and Action Plan with the appropriate investment in order to maintain and expand its position as Scotland's leading cycling destination.

10. The Vision

The following vision is proposed:

By 2021 the Scottish Borders will be the premier (*must visit, must return*) cycling destination in Scotland.

10.1 Strategic Aim

Scottish Borders Council will seek to deliver this vision by developing the cycle tourism product, including cycling events, by working across the public, private and voluntary sectors. The aim is:

**To develop prioritised aspects of cycle tourism by
capitalising on the Scottish Borders' unique selling points to increase awareness
and, through the creation of packages, deliver strong economic impact.**

10.2 Objectives

The overall aim is to develop the reputation of the Scottish Borders to maximise wider tourism benefits, working in partnership and leveraging the Borders Railway as opportunities arise. The following key objectives are desirable:

- Develop our cycle tourism assets – turn our assets into experiences and packages, and improve quality
- Event development – attract new, develop existing and leverage events to maximise wider tourism opportunities
- Build consumer demand – promote quality experiences to target markets

The lack of baseline data on the product and market currently restricts the opportunity to make these objectives – more specific or measurable. This is an issue needing to be addressed as the Action Plan is developed.

> Issue –we need baseline data to ensure objectives are specific and measurable

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11. Collaboration across public private and third sectors

In order to realise the potential and secure the Scottish Borders as the premier cycling destination within the UK, partnership working is essential. Once the cycling strategy has been completed it is imperative for Scottish Borders Council to identify methodologies to coordinate the delivery of the proposed outcomes along with the necessary management resources and funding options. The Council must facilitate effective communication across the cycle tourism sector.

11. 1 Consultation

Little can be achieved by working in isolation. It is important that the final strategy and action plan are informed with input from key stakeholders and those businesses who will be delivering the key elements of a Scottish Borders cycle tourism experience.

In order for this strategy to be effective a number of stakeholders should be part of the initial consultation process and will include, but not be limited to the following:

- Scottish Enterprise
- Borders Railway Blueprint
- Scottish Borders Chamber of Commerce
- VisitScotland
- EventScotland
- Forest Enterprise Scotland
- Abellio ScotRail
- Sustrans
- Border Sport and Leisure Trust
- Developing Mountain Biking in Scotland/Scottish Cycling
- Mountain Bike Centre of Scotland
- National Cycle Tourism Forum
- Cycling Scotland
- Tweed Valley Mountain Bike Stakeholder Group
- Private sector cycle tourism related businesses and clubs– eg event organisers, tour operators, skills/guiding companies, bike hire, accommodation providers, local cycling clubs, etc

It is hoped that the consultation with key stakeholders will be facilitated through a workshop and one to one discussions and formal feedback.

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SYNTHETIC 3G PITCH PROGRAMME

Report by Corporate Transformation and Services Director

EXECUTIVE COMMITTEE

7 June 2016

1 PURPOSE AND SUMMARY

1.1 **This report seeks agreement on the way forward for the Council's 3G Synthetic Pitch Programme in the light of the Executive decision on 24 May 2016 to withdraw the Planning Application for the proposed 3G pitch at Victoria Park in Peebles.**

1.2 Given the position re Peebles it is now recommend that Jedburgh is brought forward to 2017/18 and Peebles is slipped to 2018/19 pending further public consultation prior to a further decision in respect of how a 3G pitch can be progressed in Peebles.

2 RECOMMENDATIONS

2.1 **I recommend that the Executive:-**

(a) **Agree to the Jedburgh pitch being brought forward for delivery in 2017/18 and the Peebles pitch being slipped for delivery in 2018/19.**

(b) **Agree that the additional funding requirements for the Jedburgh 3G Pitch are considered as part of the six month review of the Council's Capital Programme.**

(c) **A timing movement is approved from 2018/19 to 2016/17 to the value of £60,000 to allow design works to commence in respect of the Jedburgh 3G Pitch.**

3 CURRENT POSITION & PROPOSED WAY FORWARD

3.1 Executive agreed on 24 May 2016 that the Planning Application lodged

for a 3G Pitch at Victoria Park be withdrawn. This was necessary in order not to prejudice any other potential sites in Peebles. Were this not done then any future planning application on an alternative site would be highly unlikely to be approved as it would almost certainly be impossible to demonstrate 'need' if there was an existing approved planning application for a pitch already in existence.

3.2   Tweeddale Ward Councillors have requested a further period of public consultation to assess the levels of support in the Peebles community for a new 3G pitch. This consultation should also the preferred location for the new 3G pitch. In total to date 24 different sites around Peebles have been examined in detail and it has been concluded that there are only 2 viable options remaining in the town for a new pitch. The first being to construct a new full size dual use match play pitch in Victoria Park and the second being the option to locate a new 3G pitch on the existing grass pitch adjacent to the running track beside Peebles High School. The pitch at Victoria Park would be 100m x 65m with 5m run offs. The maximum feasible size for the pitch at Peebles High School would be in the order of 100m x 55m with 5m run-offs. This would need to be verified through completion of a detailed technical design should this site be the preferred option.

3.3   It is proposed that Scottish Borders Council capital contribution for the Peebles pitch is capped at £1,299,000 which is equal to the capital budget for the Peebles pitch at Victoria Park less the costs expended to date. The current capital plan assumes external funding of £300,000 from sportscotland, based on providing a full size match play dual purpose pitch with a playing surface measuring 100m x 65m. Executive previously took the decision that only such full size pitches would be funded by the Council. It is suggested that any pitch at Peebles which carries a cost higher than the currently agreed budget should only be approved by the Council if third party funds to close the budget gap are available. A provisional estimate of locating the pitch at Peebles High school is £1,952,500, which is based on very little information or design input, with basic allowances made for various elements of the cost, and with an appropriate but significant optimism bias allowance of 39.25% being applied.

3.4   As a result of the delay to the Peebles pitch, the Jedburgh pitch should be brought forward in the overall pitch programme by a year and be delivered in 2017/18 and the Peebles 3G Pitch project should be put back in the programme to being delivered in 2018/19. However, prior to committing to deliver the Peebles pitch in 2018/19 a definitive decision in respect of a Peebles Pitch will be required. This re-phasing of the 3G pitch programme is important to maintain progress of the overall commitment made to sportscotland in 2013 to deliver a set of pitches across the Borders.

3.5   Additional funding for the Jedburgh Pitch will be required and that figure can be confirmed once a preferred site location is agreed and preliminary designs have been undertaken. The current allocated funding of £863,135 is believed to be insufficient, following receipt of the recent tenders for the new pitch at Hawick. It is recommended that additional funding will be addressed once the extent of the funding gap is known and as part of the

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normal six month Capital Review Process.

3.6 Officers will engage further with the local clubs in Jedburgh, Jedburgh Members, Live Borders and other key stakeholders such as Historic Scotland to secure the pitch location at the current Jed Thistle ground, owned by Lothian Estates, which will allow the design of the pitch to commence.

4 IMPLICATIONS

4.1 Financial

The changes to the pitch programme discussed in this report would require a re-profiling of the capital plan as approved at Council on 11th February 2016.

See below for proposed re-profiling, which will be confirmed during the six month capital review process.

	Previous Spend	Budget				Total Project Budget
		2016/17	**2017/18**	**2018/19**	**2019/20**	
Peebles 3G (current plan)	141,644	1,596,000	3,000			1,740,644
Proposed Profile				1,596,000	3,000	1,599,000
Jedburgh 3G (current plan)	6,346		30,000	817,000	3,000	856,346
Proposed Profile		60,000	1,117,000	3,000		1,120,000
Variance		- 60,000	- 1,087,000	814,000	3,000	**- 263,654**

The revenue consequences of this project cannot be confirmed until a full business case, which is site dependant, can be completed and will be captured as part of the financial planning process.

4.2
Risk and Mitigations

(a) The sportscotland letter of 11 March 2013 with regard to the £500,000 grant funding of Peebles High School facilities, contained a condition to 'deliver a full size 3G in Peebles within a timescale of 2 years'. There is a risk that if a 3G pitch is not delivered in Peebles, sportscotland will lose credibility in the Council and be less willing to fund future programmes. Officers are continuing to seek to remove this risk in discussions with sportscotland and are confident this can be addressed and the risk removed.

(b) There is a risk that if an agreement cannot be reached around a suitable site that any monies already expended in capital terms will be written back to revenue, which will result in a revenue pressure.

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If this project continues this will not be necessary.

4.3 **Equalities**

An Equalities Impact Assessment has been carried out on this proposal and it is anticipated that there are no adverse equality implications.

4.4 **Acting Sustainably**

It is not anticipated that there will be any negative environmental impacts.

4.5 **Carbon Management**

It is not anticipated that there will be any effects on carbon emissions.

4.6 **Rural Proofing**

n/a

4.7 **Changes to Scheme of Administration or Scheme of Delegation**

n/a

5 CONSULTATION

5.1 The Chief Financial Officer, the Monitoring Officer, the Chief Legal Officer, the Service Director Strategy and Policy, the Chief Officer Audit and Risk, the Chief Officer HR, and the Clerk to the Council have been consulted and their comments have been incorporated into the final report.

Approved by

Rob Dickson   **Signature**
Corporate Transformation & Services Director

Author(s)

Name	Designation and Contact Number
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Background Papers: Executive 24 May 2016
Previous Minute Reference: Executive 24 May 2016

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Rob Dickson can also give information on other language translations as well as providing additional copies.

Contact the Communications Unit at Council Headquarters on 01835 826592.